

SHARING **SUCCESS:**

Common Policies and
Practices of Urban WIBS
Reporting High Client
Earnings

ACKNOWLEDGEMENTS

This handbook was developed on behalf of the U.S. Department of Labor, Employment and Training Administration (ETA) under contract to provide research and document successful practices used by Workforce Investment Boards (WIBs) to achieve high client earnings.

This report was produced by:

Ragini Kapadia, Program / Economic Analyst, AFL-CIO Working for America Institute
Nancy Mills, Executive Director, AFL-CIO Working for America Institute

With additional support from:

Tommy Burress, Regional Coordinator, AFL-CIO Working for America Institute
Alec Dubro, Washington-Based Freelance Writer and Editor
Robin Foster, Principal, Optima Design/RooCreative – Graphic Design
Kerry Mitchell, Principal, DataJamming.com - Infographics and Data Visualizations
George Nassar, Principal, Provident Data Services – WIASRD Data Analysis

The AFL-CIO Working for America Institute would also like to express our gratitude to the following individuals for their advice and counsel on this project:

Amanda Ahlstrand, U.S. Department of Labor –Business Relations Group
Maureen Conway, the Aspen Institute
Brooke Huntington, Employ Indy
Jane McDonald, AFL-CIO
Alan Miller, Workforce Solutions-Capital Area
Marléna Sessions, Workforce Development Council of Seattle-King County
Shea Shackelford, Big Shed Media
Jeffrey Soth, International Union of Operating Engineers
Kris Stadelman, the North Valley Job Training Consortium (NOVA)
Gina King Wells, Department of Labor – Employment and Training Administration

CONTENTS

INTRODUCTION	4
METHODOLOGY	5
Data-Driven Approach Based on Publically Available Data	5
Evaluating the Reported Post-Services Earnings Performance of 23 Urban Workforce Investment Boards	5
Narrowing the Pool to Eight High Reported –Earnings Workforce Investment Boards	12
Guidance from Workforce Development Organizations	16
AN OVERVIEW OF THE LOCAL LABOR MARKET FOR SELECTED WORKFORCE INVESTMENT BOARDS	18
Diverging Labor Markets: Seattle-King County	18
An Already Bifurcated Labor Market: Silicon Valley, San Jose, Sunnyvale	19
Banking on the New Economy: Austin-Round Rock	20
A Labor Market in Transition: Indianapolis	20
Different Labor Markets, Looking For Common Approaches	21
FOCUSING ON EARNINGS	23
Mission Statement and/or Board Policies that Reflect WIB Commitment to	
High-Client Earnings, Obtaining Economic Self-Sufficiency and Broader Prosperity	23
Staff Policies that Reflect a Commitment to Helping Clients Achieve Economic Self-Sufficiency	24
Using a Self-Sufficiency Standard as a Counseling Tool for Clients	24
Using the Self-Sufficiency Standard as a Benchmark to Track WIB Progress	24
AGGRESSIVE PARTNERING WITH EMPLOYERS, JOINT LABOR-MANAGEMENT APPRENTICESHIP PROGRAMS, AND COMMUNITY COLLEGES	25
Partnerships with Employers Based on Labor Market Analysis	26
Partnerships with Community Colleges and Joint Labor-Management Apprenticeship Programs	26
Convening Regional Stakeholders	27
BUNDLING DIVERSE RESOURCES	27
Competitive Federal Grant Funds	27
Significant Sources of Private Funding	27
Aggressive Pursuit of Other Public Supports	28
INNOVATIVE APPROACHES TO CUSTOMER SERVICE	28
Mobile Centers, Satellite Locations, and Accessibility	29
Integration of Services	29
Web Presence and Utilization of New Media	29
CONCLUSION	30
APPENDIX: TOOLS AND RESOURCES CREATED BY SELECTED WORKFORCE INVESTMENT BOARDS	31

INTRODUCTION

This report, produced by the AFL-CIO Working for America Institute under a contract with the U.S. Department of Labor, documents the distinguishing common policies and practices of four (4) urban local Workforce Investment Boards (WIBs) that reported especially high, post-services client earnings compared to those of other large urban WIBs.

To identify the highlighted policies and practices, we started from an analysis of official reported client earnings outcomes. From there we worked backward to determine the common approaches the leading reporting WIBs employed. This methodology revealed how these particular WIBs helped their clients increase earnings and decrease dependence on social subsidies—both stated purposes of the Workforce Investment Act of 1998.

The act itself states: “The purpose of title I of the Workforce Investment Act of 1998 (WIA) is to provide workforce investment activities that increase the employment, retention and *earnings* (*emphasis added*) of participants, and increase occupational skill attainment by participants, which will improve the quality of the workforce, reduce welfare *dependency* (*emphasis added*), and enhance the productivity and competitiveness of the Nation’s economy. These goals are achieved through the workforce investment system.”¹ WIBs were designed to assist their worker clients to acquire required skills to meet the needs of local employers, and to help those job-seeking clients become economically self-sufficient.

The act envisioned that Workforce Investment Boards would not be only employment agents, but that WIBs would also coordinate a public workforce investment system that embraces the principles of a high road economy. That is, a system which competes on the basis of innovation, quality and skill rather than on low wages and limited

benefits. Workforce development policies and practices would provide the talent and skills employers need to produce and deliver goods and services and thus improve their productivity and competitiveness, as well as raise the living standards of working families, and aid the vitality of their communities.

Under contract with the U.S. Department of Labor, Employment and Training Administration, the AFL-CIO Working for America Institute looked for those WIBs that appear to be most successfully pursuing this goal. Four (4) Workforce Investment Boards were selected for study based on their reported successes helping clients achieve relatively high-earnings post-placement.

We found that these particular WIBs share some common approaches to their work that they believed supported their high earnings achievements. Though not every selected Workforce Investment Board shared identical policies or practices, their self-reported key approaches cluster in the following four categories:

- ▶ **Focusing on earnings**
- ▶ **Aggressive partnering with employers, Joint labor-management apprenticeship programs, and community colleges**
- ▶ **Bundling diverse resources**
- ▶ **Innovative approaches to customer service**

All of the showcased WIBs incorporate a focus on achieving higher earnings and reducing dependency on other social supports for their clients. They were all aggressive in seeking partnerships with employers, unions and joint labor/management training programs, such as registered apprenticeship programs, community colleges and other training providers. They have all sought sources of program funding outside of the Workforce Investment Act. And, finally they all they all created tailored and innovative approaches to customer services for both their employer and job-seeker clients.

¹ The Workforce Investment Act of 1998, Public Law 105-220–Aug. 7, 1998. U.S. Department of Labor.

METHODOLOGY

We took an outcomes and data-driven approach to identify the WIBs highlighted in this report. We initially focused on outcomes—the reported relatively high client earnings by region and WIB. Then we moved to the inputs—the policies and practices that appeared to help the leading WIBs achieve those reported high-earnings. In that way we avoided selection bias.

Data-Driven Approach Based on Publicly Available Data

We relied on the most comprehensive and recent national dataset available on the Workforce Investment Act: 2008 Program Year (PY) Workforce Investment Act Standardized Record Data (WIASRD). Though the WIASRD records contain a wealth of performance data for the public workforce investment system, the data is limited in what it can and cannot tell us.

We initially narrowed our search to the top 25 most populous cities, as determined by the U.S. Census Bureau population projections for 2009. We then analyzed a subset of the 2008 WIASRD records (over a half million records) to include only data from the 25 selected cities. The Workforce Investment Boards identified were matched to Local Workforce Investment Area (LWIA) codes as provided by the Department of Labor. We used the most granular data available in the WIASRD records. In some instances, the Department of Labor aggregates LWIA data into areas that are larger than cities, such as Metropolitan Statistical Areas or counties; in these cases we matched the city to its Workforce Investment Board or LWIA. In San Jose, California, for instance, the city incorporates two LWIA codes for two different service areas. Both Workforce Investment Boards serving the different service areas were included.

From the WIASRD records, we were able view reported data on the participant level for both adult workers and dislocated workers. This data included prior wages for up to three quarters before

services; post-placement wages for up to four quarters after placement; enrollment dates, and date of exit. Based on this extracted data, we determined average and median wages, as well as a rough calculation of average number of training days per client, for identified Workforce Investment Boards in target cities.

Though we initially began with WIBs from the top 25 cities, we eliminated two Local Workforce Investment Areas from our initial sample due to some concerns with inconsistent reporting and to protect the integrity of our data.

Evaluating the Reported Post-Services Earnings Performance of 23 Urban Workforce Investment Boards

We used three yardsticks to evaluate the relative value of the earnings data of both adult and dislocated worker clients of these 23 Workforce Investment Boards: the region's minimum wage; the region's Self-Sufficiency Standard—as calculated by the Center on Women's Welfare and Wider Opportunity for Women (CWW/WOW) (if available for the region); and the Economic Policy Institute (EPI) Family Budget Calculator figure for the region.^{2,3}

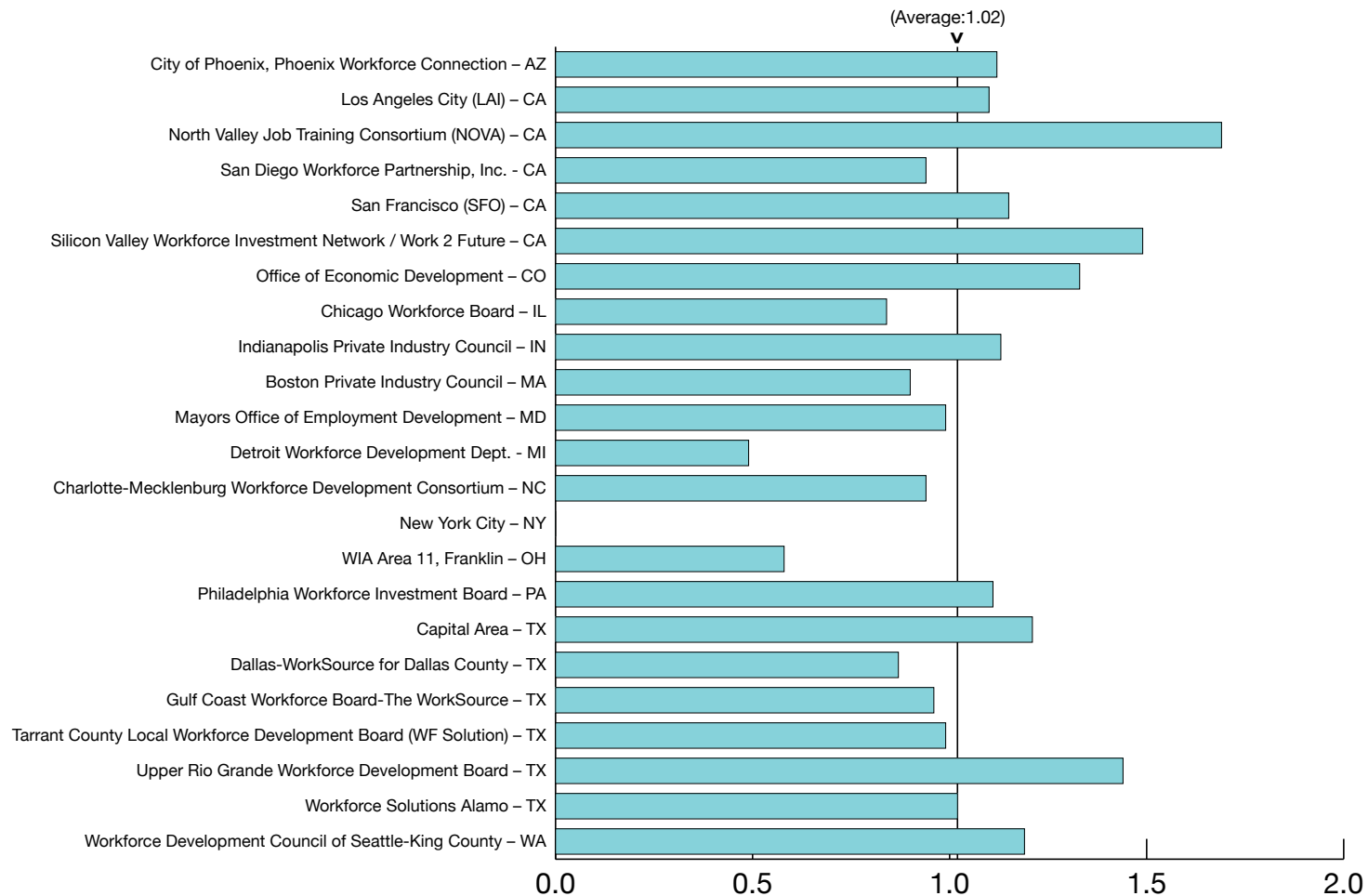
2 Developed jointly by the Center for Women's Welfare and Wider Opportunity for Women, the Self-Sufficiency Standard defines the amount of income necessary to meet basic needs (including taxes) without any public subsidies or private/informal assistance. . First calculated for Iowa in 1996, it experienced a major expansion with funding by the Ford Foundation in the early 2000s, and today, the standard can be found in 37 states and the District of Columbia.

3 EPI's Family Budget Calculator compiles the costs of essentials such as housing, food, child care, transportation and health care in different regions of the country to provide an estimate of how much families need to get by. Please note that the EPI Family Budget Calculator data is for 2007 family budgets.

We used the minimum wage as an initial benchmark to evaluate earnings data for adult worker participants. Workforce Investment Boards that scored a one or higher reflect earnings that met, or are greater than, full-time earnings based upon the region's minimum wage. Though a region's minimum wage is usually insufficient to eliminate dependency on public social supports, it does serve as a helpful marker for WIA clients in these 23 urban areas. Data was provided by the 2008 PY WIASRD records and the Bureau of Labor Statistics.

Minimum Wage (AVG)

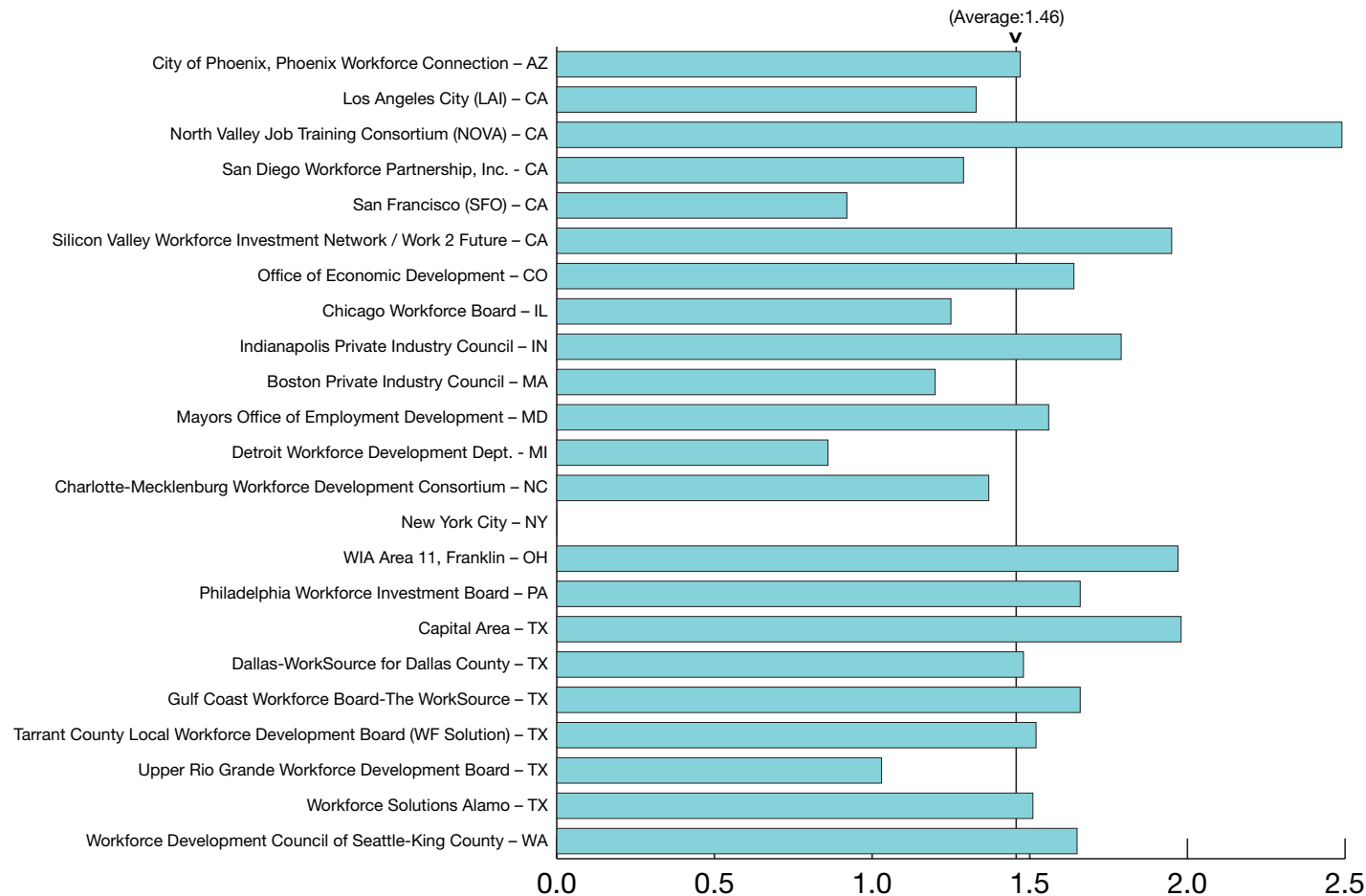
Top 23 Adult Worker Workforce Investment Boards



We used the minimum wage as an initial benchmark to evaluate earnings data for dislocated worker participants. Workforce Investment Boards that scored a one or higher reflect earnings that met, or are greater than, full-time earnings based upon the region's minimum wage. Though a region's minimum wage is usually insufficient to eliminate dependency on public social supports, it does serve as a helpful marker for WIA clients in these 23 urban areas. Data was provided by the 2008 PY WIASRD records and the Bureau of Labor Statistics.

Minimum Wage (AVG)

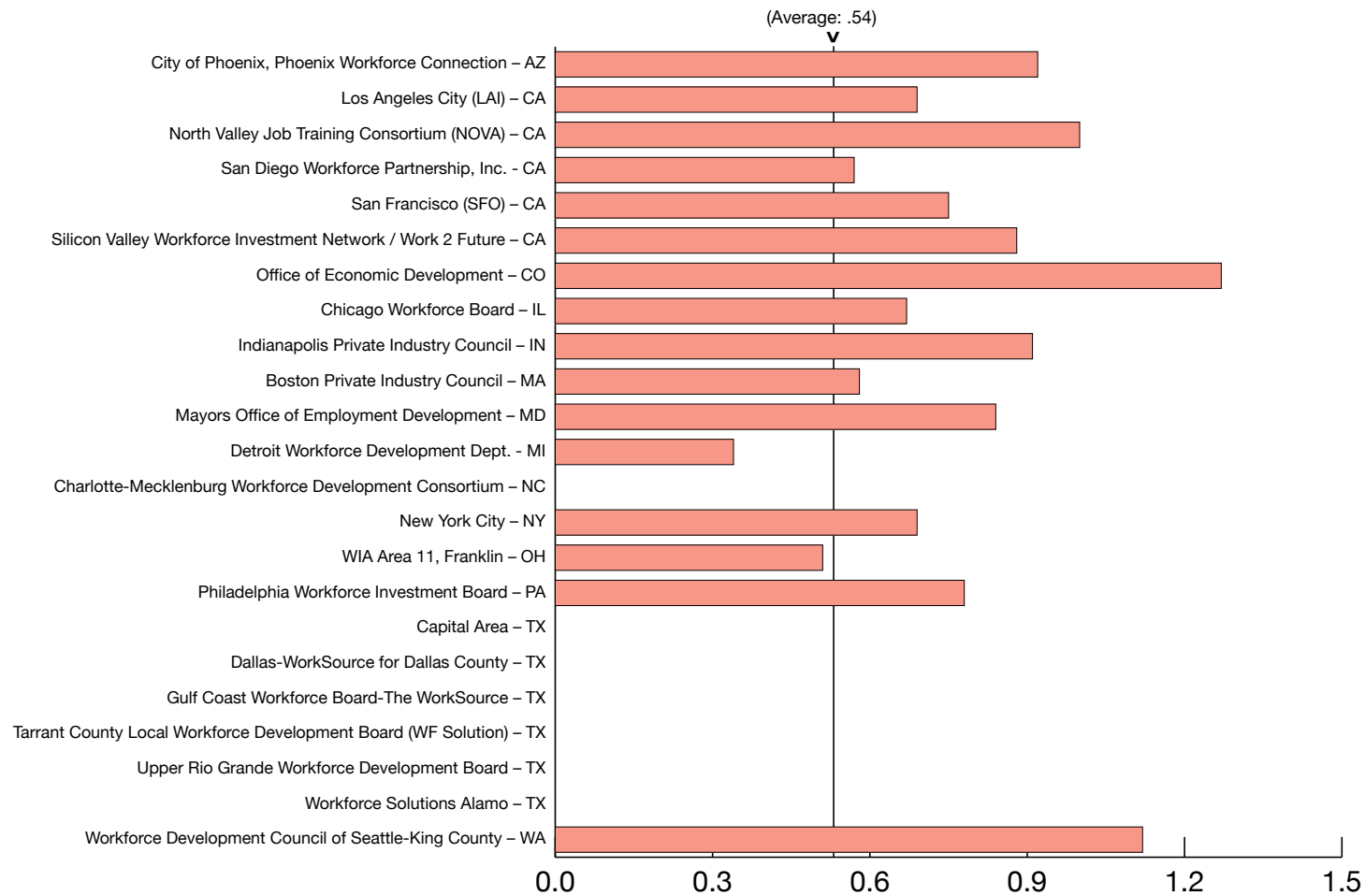
Top 23 Dislocated Worker Workforce Investment Boards



The following chart reflects reported earnings from the 2008 PY WIASRD records for adult workers over the established CWW/WOW Self-Sufficiency Standard for an individual without dependents for that particular region, if available. Workforce Investment Boards that scored a one or higher reported earnings that met or exceeded the amount required to meet self-sufficiency as defined by the local Self-Sufficiency Standard.

Self-Sufficiency (AVG)

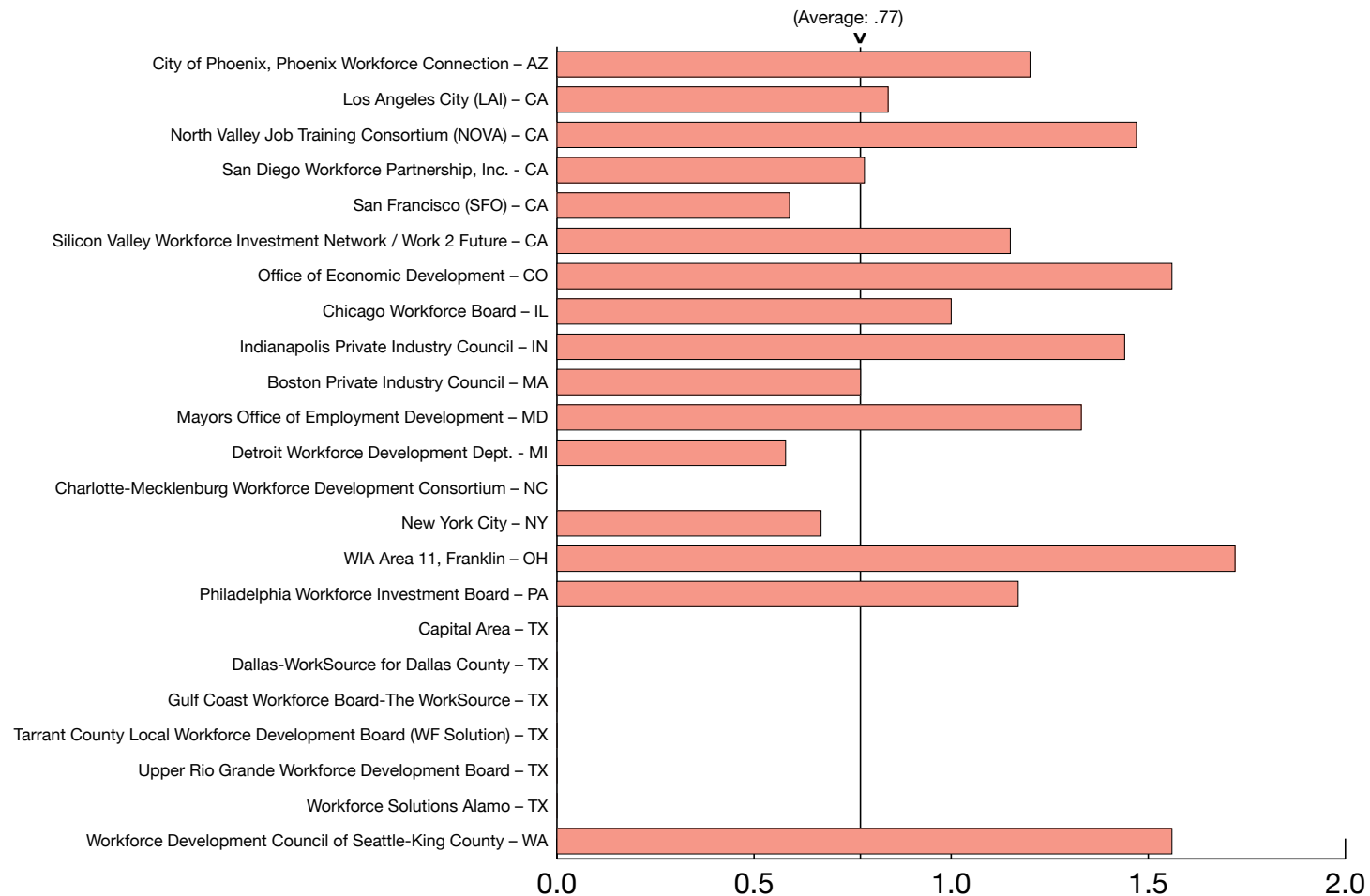
Top 23 Adult Worker Workforce Investment Boards



The following chart reflects reported earnings from the 2008 PY WIASRD records for dislocated workers over the established CWW/WOW Self-Sufficiency Standard for an individual without dependents for that particular region, if available. Workforce Investment Boards that scored a one or higher reported earnings that met or exceeded the amount required to meet self-sufficiency as defined by the local Self-Sufficiency Standard.

Self-Sufficiency (AVG)

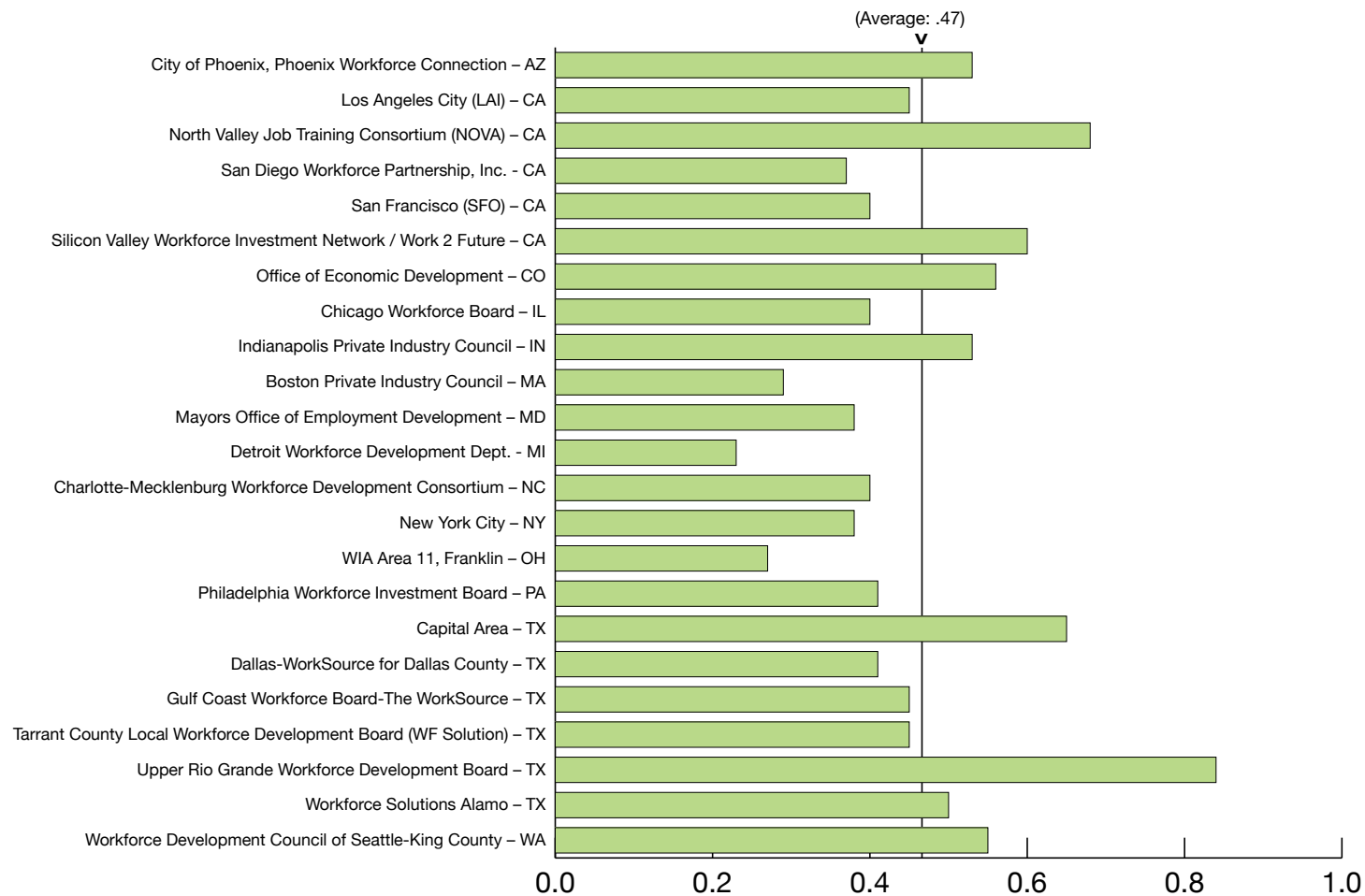
Top 23 Dislocated Worker Workforce Investment Boards



The following chart reflects reported earnings from the 2008 PY WIASRD records for adult participants compared to the established Economic Basic Family Budget Calculator for an individual without dependents. Workforce Investment Boards that scored a one or higher reported client earnings that met or exceeded the amount required to meet self-sufficiency by the local EPI Basic Family Budget Calculator figure.

Economic Policy Institute (AVG)

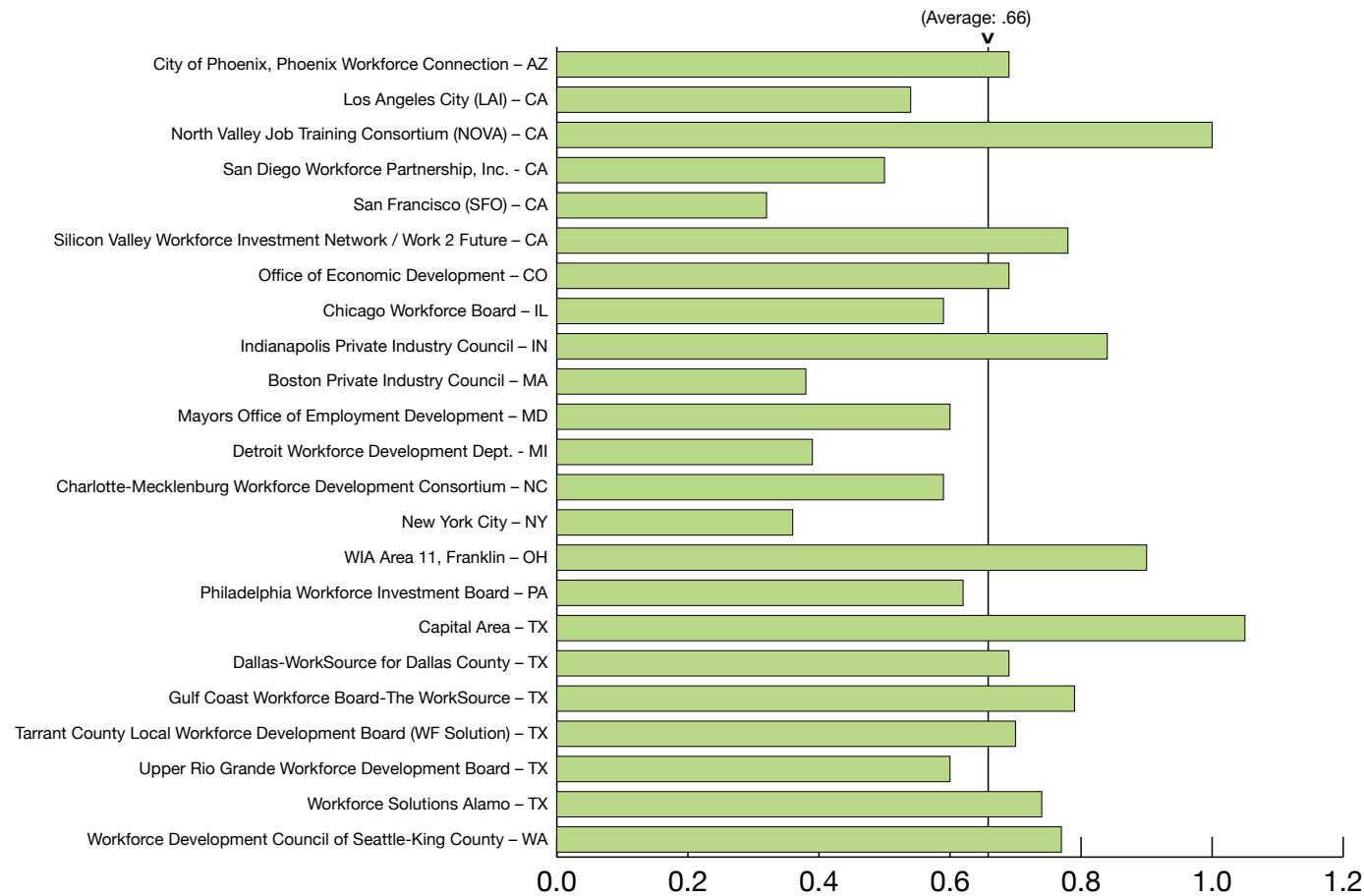
Top 23 Adult Worker Workforce Investment Boards



The following chart reflects reported earnings from the 2008 PY WIASRD records for dislocated worker participants compared to the established Economic Basic Family Budget Calculator for an individual without dependents. Workforce Investment Boards that scored a one or higher reported client earnings that met or exceeded the amount required to meet self-sufficiency by the local EPI Basic Family Budget Calculator figure.

Economic Policy Institute (AVG)

Top 23 Dislocated Worker Workforce Investment Boards



Narrowing the Pool to Eight High Reported Earnings Workforce Investment Boards

Using the reported earnings compared to the three aforementioned yardsticks (relevant minimum wage, relevant CWW/WOW Self-Sufficiency Standard if available, and EPI Family Budget Calculator), we chose eight Workforce Investment Boards that reported higher than average client earnings. The following charts reflect the relative earnings performance of those eight selected WIBs. Each chart features a visible marker indicating the average performance by the initial 23 Workforce Investment Boards to serve as a quick visual comparison point. We also added an additional visual marker to illustrate each region's unemployment rate. A red marker represents a WIB with relatively high 2008 unemployment (greater than 8 percent); orange had unemployment rates that were between 6 percent and 8 percent, and green represents WIBs with 2008 unemployment rates of less than 6 percent.⁴

⁴ All unemployment data was gathered from the Bureau of Labor Statistics for program year 2008.

Top 8 High-Wage Earnings Workforce Investment Boards for Adult Participants

- North Valley Job Training Consortium in Sunnyvale, CA
- Silicon Valley Workforce Investment Network in San Jose, CA
- Phoenix Workforce Connection in Phoenix, AZ
- Employ Indy in Indianapolis, IN
- Workforce Solutions- Upper Rio Grande in El Paso, TX
- Denver Office of Economic Development in Denver, CO
- Workforce Development Council of Seattle-King County in Seattle, WA
- Workforce Solutions- Capital Area in Austin, TX

Top 8 High-Wage Earnings Workforce Investment Boards for Dislocated Participants

- North Valley Job Training Consortium in Sunnyvale, CA
- Silicon Valley Workforce Investment Network in San Jose, CA
- Employ Indy in Indianapolis, IN
- Denver Office of Economic Development in Denver, CO
- Central Ohio Workforce Investment Corporation in Columbus, OH
- Workforce Solutions- Gulf Coast Workforce Board in Houston, TX
- Workforce Development Council of Seattle-King County in Seattle, WA
- Workforce Solutions- Capital Area in Austin, TX

THE TOP 8 HIGH-WAGE EARNINGS WORKFORCE INVESTMENT BOARDS

MINIMUM WAGE (AVG)

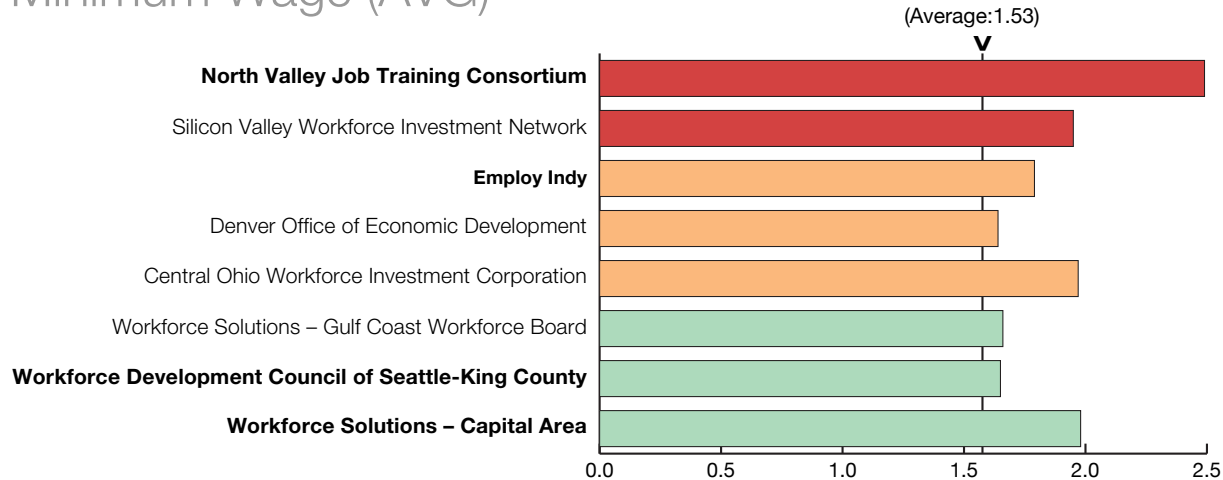
Each area's minimum wage was used as a benchmark to measure progress towards "self-sufficiency" using earnings data from the 2008 Program Year Workforce Investment Act Standardized Record Data (WIASRD) Reporting Information for our selected Workforce Investment Boards. These figures reflect reported earnings wages over their respective earnings based on the region's minimum wage.

UNEMPLOYMENT RATES

■ ≥ 8%
 ■ ≥ 6%
 ■ ≥ 4%

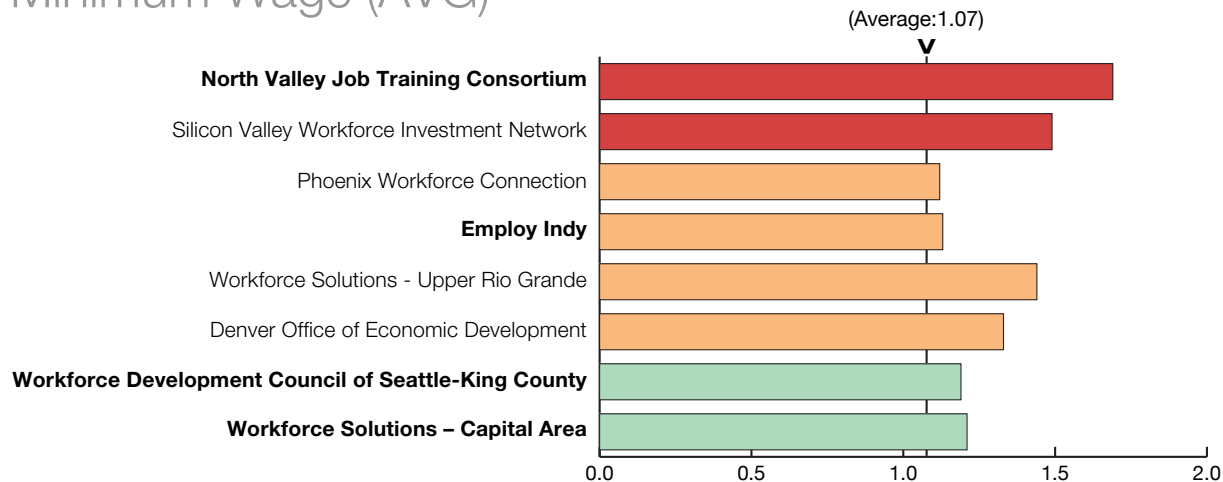
DISLOCATED WORKERS

Minimum Wage (AVG)



ADULT WORKERS

Minimum Wage (AVG)



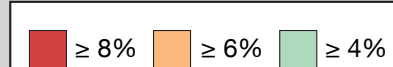
THE TOP 8 HIGH-WAGE EARNINGS WORKFORCE INVESTMENT BOARDS

SELF-SUFFICIENCY (AVG)

Where applicable, each area's Self-Sufficiency Standard was used as a benchmark to measure progress towards "self-sufficiency" using earnings data from the 2008 Program Year Workforce Investment Act Standardized Record Data (WIASRD) Reporting Information for our selected Workforce Investment Boards.

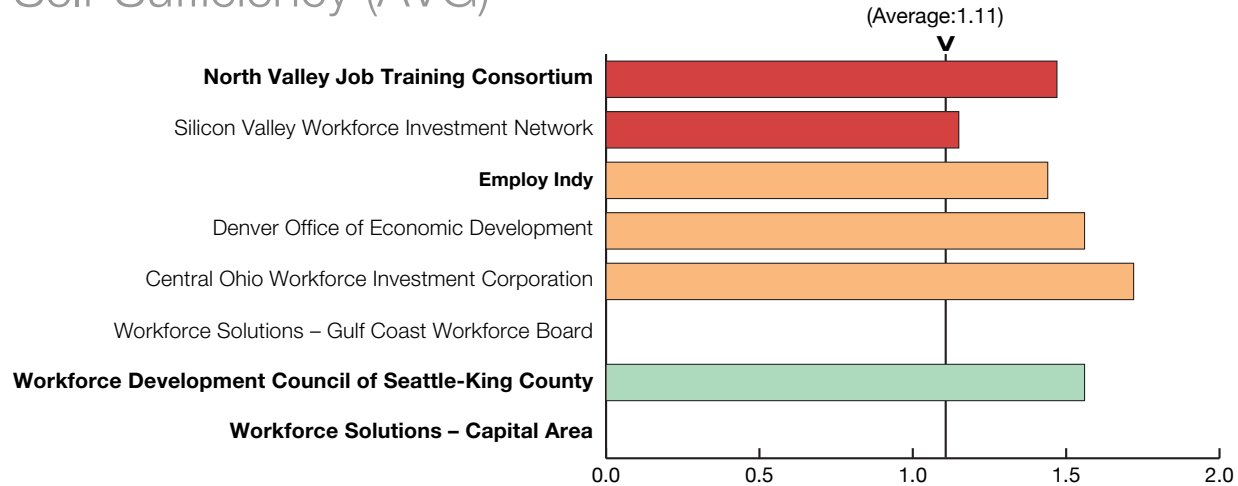
Developed by the Center for Women's Welfare and Wider Opportunity for Women, the Self-Sufficiency Standard defines the amount of income necessary to meet basic needs (including taxes) without any public subsidies or private/informal assistance. First calculated for Iowa in 1996, it experienced a major expansion with funding by the Ford Foundation in the early 2000s, and today, the Standard can be found in 37 states and the District of Columbia.

UNEMPLOYMENT RATES



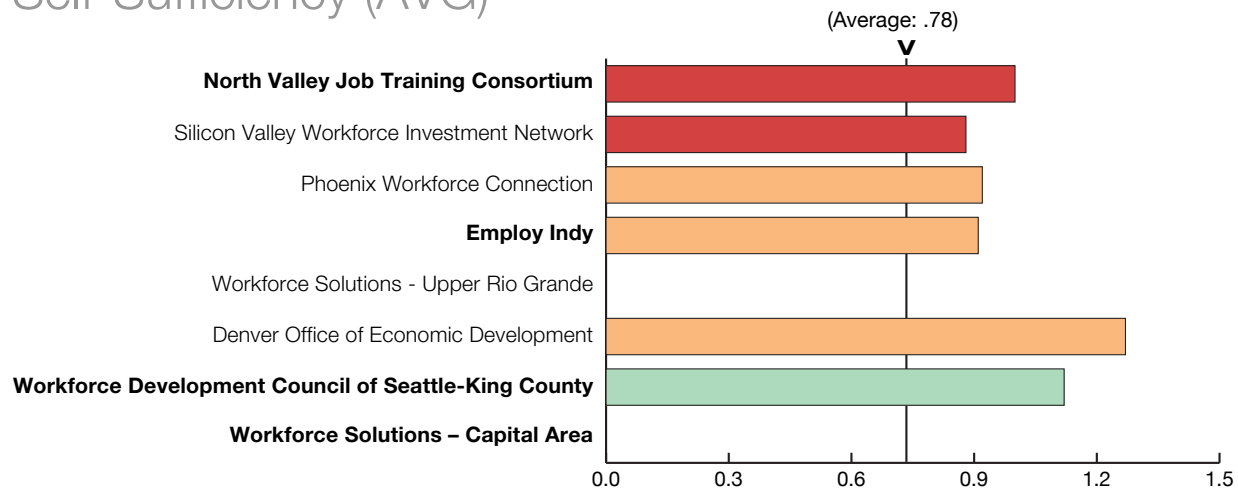
DISLOCATED WORKERS

Self-Sufficiency (AVG)



ADULT WORKERS

Self-Sufficiency (AVG)



THE TOP 8 HIGH-WAGE EARNINGS WORKFORCE INVESTMENT BOARDS

ECONOMIC POLICY INSTITUTE (AVG)

Where applicable, each area's Economic Policy Institute's figure from their Basic Family Budget Calculator was used as a benchmark to measure progress towards "self-sufficiency" using earnings data from the 2008 Program Year Workforce Investment Act Standardized Record Data (WIASRD) Reporting Information for our selected Workforce Investment Boards.

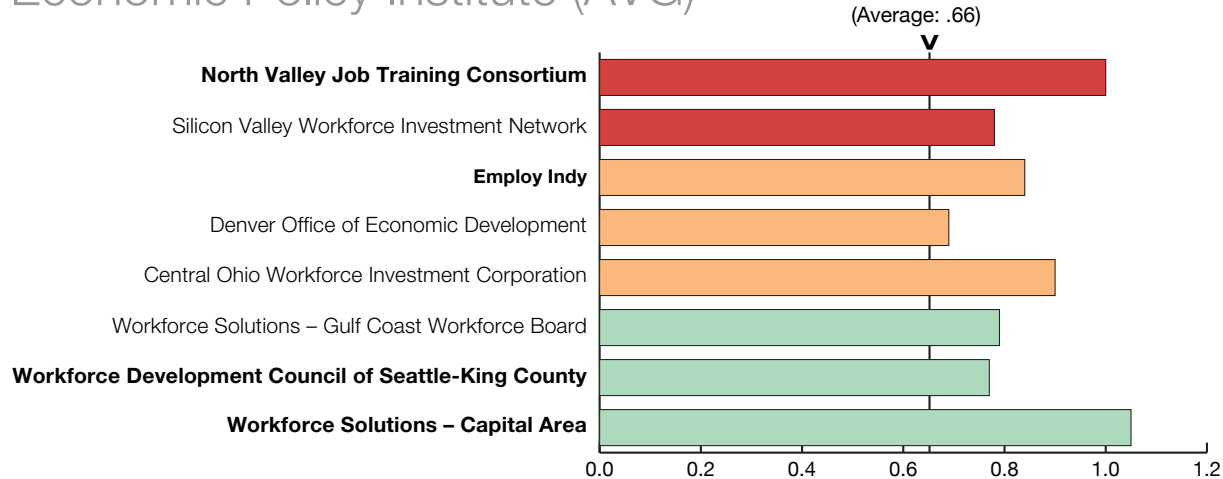
Developed by the Center for Women's Welfare and Wider Opportunity for Women, the Self-Sufficiency Standard defines the amount of income necessary to meet basic needs (including taxes) without any public subsidies or private/informal assistance. First calculated for Iowa in 1996, it experienced a major expansion with funding by the Ford Foundation in the early 2000s, and today, the Standard can be found in 37 states and the District of Columbia.

UNEMPLOYMENT RATES

■ ≥ 8%
 ■ ≥ 6%
 ■ ≥ 4%

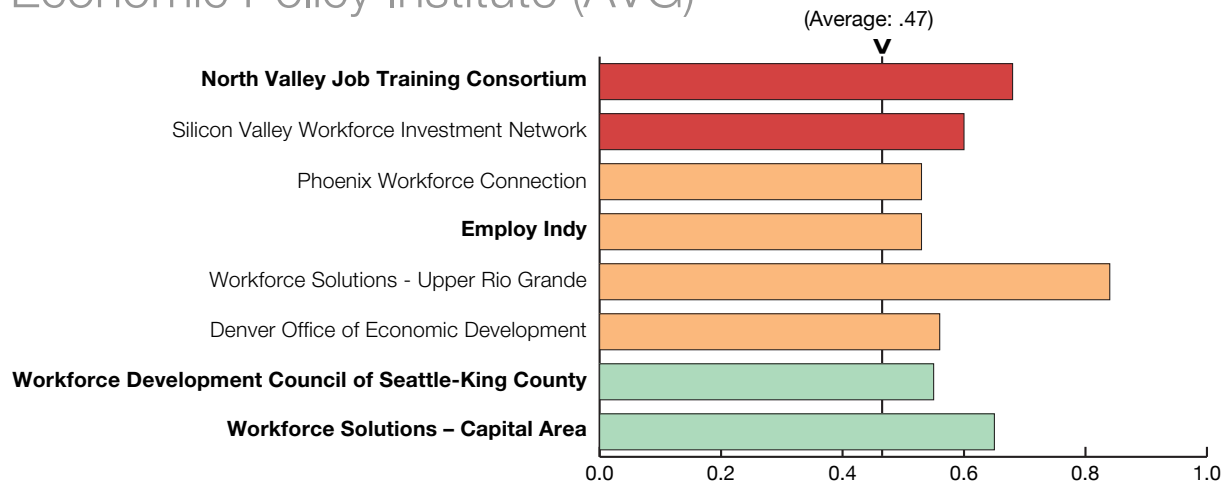
DISLOCATED WORKERS

Economic Policy Institute (AVG)



ADULT WORKERS

Economic Policy Institute (AVG)



Guidance from Workforce Development Organizations

Having chosen eight relatively high-reported client earnings WIBs, we asked a variety of workforce development advocacy and program organizations ⁵ to both give us feedback on our methodology and to suggest qualitative factors to guide our ultimate selection. By and large, these advocates were pleased with our outcomes-based and data-driven approach. They appreciated that we attempted to minimize variables by comparing Workforce Investment Boards that served urban populations. They also complimented our multi-faceted analysis of post-services client earnings.

Nevertheless, these advocates and program operators cautioned that WIASRD data is insufficient to screen out the following variables that might account for the reported high earnings:

- Differences in service population density
- Differing enrollment practices by WIBs that might affect post-service earnings
- Differing pre-service earnings could result in larger earnings growth, while not leading necessarily to higher reported total median earnings

As a result of this feedback, as well as some other concerns, we tried to incorporate additional qualitative and quantitative filters to further narrow the pool of eight WIBs. We determined that the data was sufficiently unreliable in the areas of service volume and earnings gains, following WIA services, to use them as definitive filters. Therefore, we adjusted for abnormalities in these two arenas so that our other findings were within a reasonable standard of deviation.

Concerned about differing servicing practices, we created a volume filter to determine whether Workforce Investment Boards served a widely varying amount of their region's eligible population.

We compared the reported number of clients served in the 2008 Program Year WIASRD records to an eligible population in the Workforce Investment Board's region. For quick comparison purposes, we used the region's unemployed population as its eligible population. Although admittedly a very rough filter, it did help eliminate outliers who reported abnormalities in the number of clients served. None of the eight (8) selected WIBs appeared to be such outliers.

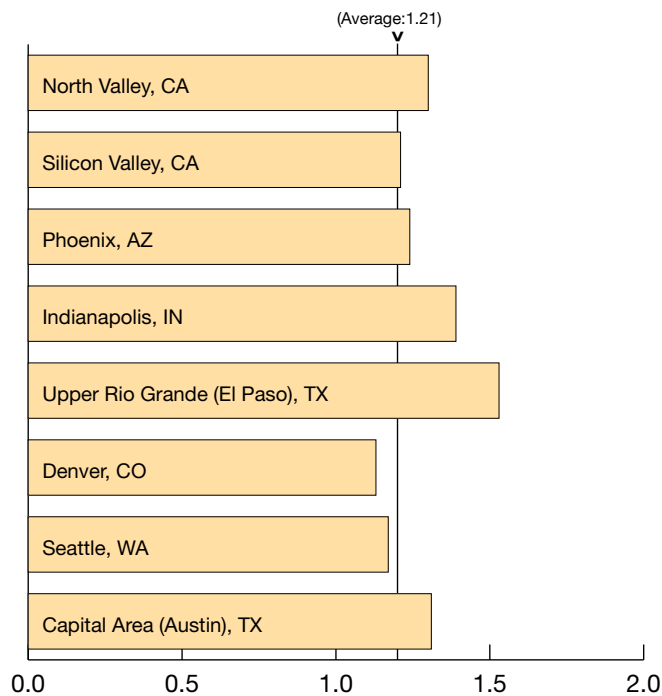
To explore changes in client earnings after receiving services from their Workforce Investment Boards, we looked at both pre and post earnings data from the 2008 PY WIASRD files. The chart on the next page reflects reported earnings prior to receiving WIA services over reported placement earnings. Unfortunately, in the case of adult clients, we found the pre-service earnings reports too irregular to depend on. We did however use the data to once again eliminate outliers. Our previously-selected eight (8) leading WIBs remained supportable.

⁵ Aspen Institute, the Center for Law and Social Policy, Jobs for the Future, National Association of Workforce Boards, Wider Opportunity for Women, Workforce Alliance and others

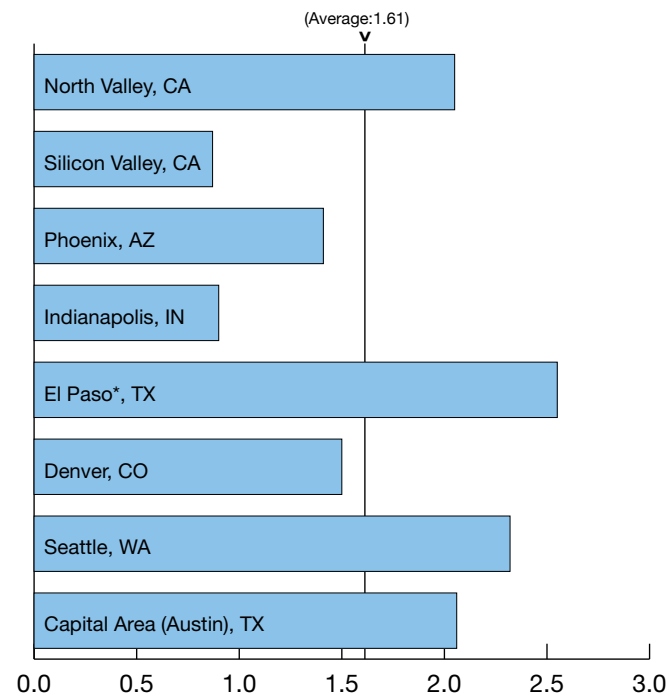
The following chart reflects reported earnings prior to receiving WIA services over reported placement earnings. Unfortunately, in the case of adult clients, we found the pre-service earnings reports too irregular to depend on. We did however use the data to once again eliminate outliers. Our previously-selected eight (8) leading WIBs remained supportable.

AVERAGE WAGES

Top 8 Workforce Investment Boards



Dislocated Workers (AVG)



Adult Workers (AVG)

Once again relying on the 2008 WIASRD records, we calculated average training days for each identified Workforce Investment Board by using reported enrollment dates and reported end-of-training dates. Unfortunately, we determined, through our interviews, that there is a high degree of variability in the ways that WIBs report training days. It therefore made such a filter meaningless without more research than we could complete within the terms of this contract.

We applied two other criteria in order to narrow down the field for further study. We sought to include at least one WIB that appeared to lead in high earnings for displaced workers, and we wanted to assure some geographic diversity. As a result, among the eight (8) high earning reporting WIBs, we chose four (4) Workforce Investment Boards for telephone interviews: The Workforce Development Council of Seattle-King County in Seattle, Washington; The North Valley Job Training Consortium in Sunnyvale, California; Workforce Solutions-Capital Area, in Austin, Texas; and EmployIndy, in Indianapolis, Indiana.

Different Labor Markets, Looking for Common Approaches

We organized the initial interviews around four topics (reporting and data collection, financial resources, training and intensive services, and jobs development strategies) and sent all the chosen WIBs an initial set of questions for each topic prior to the scheduled interviews. Institute staff interviewed all four executive directors of the chosen Workforce Investment Boards. We asked the executive directors and their designated staff to introduce themselves, to describe their local labor market, and to give a general overview of their policies and practices. We also transcribed all of the calls both to be able to study them more carefully for follow-up investigations, and to better enable us to bring their authentic voices to the content of the report.

AN OVERVIEW OF THE LOCAL LABOR MARKET FOR SELECTED WORKFORCE INVESTMENT BOARDS

Our selected high earnings reporting Workforce Investment Boards represent cities from quite different labor markets. Not only are they geographically diverse—representing the Northwest, West Coast, South, and Midwest—but their service areas also represent different local economies. Nevertheless, we found common approaches that we think are partially responsible for their leadership in the earnings arena. In order to understand the contexts in which these four WIBs function, and the challenges that each developed policies and practices to respond to, we will provide a short analysis of labor market information for each.

Diverging Labor Markets SEATTLE-KING COUNTY

Seattle-King County's economy is the largest in the U.S. Pacific Northwest. Its key assets include its geographic location near the Pacific Rim and Canada, its diverse industry base, and its sizable and diverse workforce. In order to obtain a snapshot of the local economy, the Workforce Development Council of Seattle-King County published *The State of the Workforce* in 2003 and then subsequently updated their publication in the summer of 2008. In 2003, they noted that their local economy was in the midst of a fundamental change: high unemployment at 6.6 percent, hemorrhaging manufacturing jobs, a looming tech industry bust, and growth in the health care and informational technology fields.⁶

Their updated snapshot from 2008 painted a rosier picture for the local economy while acknowledging the area was marginally

⁶ *State of the Workforce: Aligning Labor Supply and Demand for a Strong Economy 2003-2004*. Workforce Development Council Seattle - King County. 2004

insulated from what then was a possible nation-wide recession. As Dick Conway of the Puget Sound Economic Forecaster put it in January: “No matter how well the U.S. economy fares, the Puget Sound economy will do better.”⁷ As the recession continued to sweep through the nation, though, even the Seattle-King County region began to feel the affects. The whole state had fewer job vacancies in 2009 (32,635) than just King County had the previous year (33,212). Furthermore, the wages for these vacant jobs diverged widely: most were either under \$15 or over \$30 an hour, representing an absence and continued deterioration of middle-skilled jobs.⁸

An Already Bifurcated Labor Market **SILICON VALLEY, SAN JOSE, SUNNYVALE**

Silicon Valley is a large, diverse economy with a broad spectrum of employers and adult workers. For more than 50 years, Silicon Valley has been a world epicenter of innovation and entrepreneurship. From semiconductors and software, to biotechnology and nanotechnology, to the more recent green and sustainable technologies, the industry clusters that began in Silicon Valley have developed into thriving industries that fuel opportunity and create prosperity for the nation.⁹

Silicon Valley includes all of San Mateo and Santa Clara Counties. The North Valley Job Training Consortium (NOVA) provides workforce development services to northern Santa Clara County, working on behalf of a seven-city consortium composed of Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, and Santa Clara, and is administered by the City of Sunnyvale.

Silicon Valley is one of the country’s high-income centers, with median household income in San Mateo County and Santa Clara

County well above the state and national average. In 2008, the median household income in Santa Clara County was \$88,846, compared to \$61,021 in California and \$52,029 in the United States.¹⁰ The area also has several pockets of poverty and includes hundreds of thousands of jobs that pay low wages. The area’s relatively high-median income also raises the regional cost of living, thus adding additional strain on the working poor. Although Silicon Valley has a lower share of low-income households than the state average, there are still a substantial number of valley households with incomes far below the median. Twenty percent, or 165,000, of the households in the Silicon Valley planning area have incomes under \$35,000, less than half of the median income of \$83,983. Twenty-nine percent of valley households (239,000) earned less than \$50,000 in 2007.

With the current recession, and due to its location in the heart of the Silicon Valley technology sector, NOVA’s job seeker customer is more likely than those of other WIBs to be a well-educated, dislocated tech engineer than a lower income adult with less attachment to the workforce. As of June 2010, over 60 percent of those enrolled in CONNECT!, NOVA’s Job Seeker Service Center, had earned a college degree or higher, and another nearly 23 percent had some college but no degree.¹¹

Like many cities and counties throughout the nation, Santa Clara County was hard hit by the recession. In the Metropolitan Statistical Area that includes San Jose, Sunnyvale and Santa Clara unemployment soared to 12.4 percent in January 2010 from 4.8 percent in November 2007. And as of March 2009, northern Santa Clara County had experienced 7.2 percent of the statewide Worker Adjustment and Retraining Notifications (WARNs) despite having only 1.5 percent of the state labor force.¹²

7 State of the Workforce Update 2008. Workforce Development Council of Seattle-King County. 2008

8 Top Job Vacancies: A Tool for Job Seekers and Workforce Professionals. The Workforce Development Council of Seattle-King County and the Seattle Jobs Initiative. 2009

9 NOVA (North Valley Workforce Investment Board), “A New Foundation for Collaborative Workforce Development in Silicon Valley,” June, 2010,

10 NOVA, 2010,

11 NOVA Workforce Board, Integrated Service Delivery Self-Evaluation Report 2010: Executive Summary, 2010.

12 Integrated Service Delivery Self-Evaluation Report 2010:

Banking on the New Economy

AUSTIN-ROUND ROCK

The Austin-Round Rock Metropolitan Statistical Area (MSA) is a rapidly growing region with an economy that is performing well overall, compared to other U.S. regions. Even during this most recent recession, it has fared much better than most areas within Texas and across the U.S. The unemployment rate, while the highest it has been in more than 10 years, has stayed well below state and national averages.¹³ The Austin-Round Rock MSA bills itself as “The Human Capital,” with better than national average educational attainment, specifically in terms of the percentage of population 25 years of age or older with a bachelor’s degree or higher.

While employment levels have declined, the region remains one of the most competitive regions in the U.S. for technology manufacturing industries, such as semiconductors and testing instruments. Furthermore, the transition to technology services (system design, software, custom programming) has already found solid footing in the Austin-Round Rock MSA. Finally, the region is well-positioned to take advantage of expected growth in emerging sectors such as renewable energy and clean technology, biotechnology, and digital media. The area is experiencing significant growth in industry sectors such as health care and life sciences, information and computer technology, business and financial services, digital media, and renewable energy. These industries are producing more high-skill, high demand occupations which require some level of education and/or training beyond high school.

A Labor Market in Transition

INDIANAPOLIS

Indianapolis has had a slight degree of population growth. Compared to the other cities we looked at, Indianapolis has a less educated workforce and a lower median income. While the state nationally

ranks fairly low in educational attainment, Indianapolis does slightly better with over 26 percent of adults having a college degree. Median household income averages around \$41,947 with a wide degree of disparity. It is important to remember that its relatively low cost of living helps counter its low median household income.¹⁴

Like the other cities, industry in Indianapolis is in the midst of a fundamental change—in this case a change that is creating new jobs that pay substantially less than the jobs that are being lost. Shifts in manufacturing have left the city with thousands of layoffs. Despite the decreasing number of jobs, manufacturing remains one of the top sectors in the city, providing \$6.4 billion, or nearly 20 percent of all wages and benefits. The health care and social assistance industry is growing rapidly and may someday overtake manufacturing. But as of 2005, health and social assistance employed about the same number of workers as manufacturing, but paid out just over half as much in worker compensation.¹⁵

Our four spotlighted WIBs, despite their differences, are serving labor markets that look quite similar in some respects, with all regions reporting a decreasing amount of middle-skilled family-sustaining jobs. Workforce development professionals in these areas, like many others throughout the country, are noticing an increasingly hourglass shape to their local labor market: wide at the top of the skill spectrum, narrow in the middle, and wide again at the bottom of the skill spectrum. As the proportion of middle-skilled occupations shrink, so does the number of middle-class, family-sustaining jobs. Our four selected WIBs, help individuals toward family-sustaining careers, find it critical to develop the policies, relationships, and programs that assist their clients to get those shrinking, but still available, middle-skill, higher-paying jobs, while also supporting their clients to get on the lower rungs of career ladders that take workers to the higher-wage rungs.

¹³ Workforce Solutions Capital Area and Workforce Solutions Rural Capital Area, “State of the Workforce: Austin-Round Rock,” 2010.

¹⁴ Indianapolis Private Industry Council, “2008 State of the Workforce,” 2008

¹⁵ Indianapolis Private Industry Council, 2008.

The Labor Market

Our selected Workforce Investment Boards represent cities from quite different labor markets. Not only are they geographically diverse, representing the Northwest, West Coast, South, and Midwest, these regions also reflect different local economies. This chart gives a quick overview of their respective local labor markets. Sources include: the 2007-2009 American Community Survey 3-year Data, U.S. Census Bureau, January 11th, 2011 and the Bureau of Labor Statistics.

INDUSTRY

Data: 2005-2009 American Community Survey 5-Year Estimates
Survey: American Community Survey

	Seattle / King County	San Jose / Santa Clara County	Austin / Travis County	Indianapolis / Marion County
Agriculture, forestry, fishing and hunting, and mining	0.5%	0.5%	0.4%	.
Construction	6.2%	6.1%	9.7%	6.6%
Manufacturing	11.1%	20.2%	8.8%	11.1%
Wholesale trade	3.5%	2.7%	2.5%	3.8%
Retail trade	10.6%	9.7%	10.1%	11.3%
Transportation and warehousing, and utilities	5.0%	2.9%	3.0%	6.0%
Information	4.4%	3.9%	2.9%	2.4%
Finance and insurance, and real estate and rental and leasing	7.3%	5.5%	7.3%	7.9%
Professional, scientific, management, administrative and waste management	15.9%	17.2%	14.8%	11.0%
Educational Services, and health care and social assistance	18.9%	17.3%	19.1%	20.6%
Arts, entertainment, and recreation, and accommodation and food services	8.8%	7.1%	10.1%	9.8%
Other services, except public administration	4.5%	4.2%	4.8%	5.0%
Public Administration	3.3%	2.6%	6.4%	4.2%

INCOME

Data: 2005-2009 American Community Survey 5-Year Estimates
Survey: American Community Survey

	Seattle / King County	San Jose / Santa Clara County	Austin / Travis County	Indianapolis / Marion County
Less than \$10,000	5.5%	4.0%	7.0%	8.5%
\$10,000 - \$14,999	3.6%	3.2%	4.3%	6.2%
\$15,000 - \$24,999	7.3%	6.3%	9.5%	12.7%
\$25,000 - \$34,999	6.4%	6.2%	10.9%	12.8%
\$35,000 - \$49,999	12.3%	9.4%	14.5%	15.7%
\$50,000 - \$74,999	17.8%	14.8%	18.0%	19.2%
\$75,000 - \$99,999	14.1%	13.1%	11.9%	10.7%
\$100,000 - \$149,999	17.0%	19.5%	12.9%	9.1%
\$150,000 - \$199,999	6.9%	10.5%	5.1%	2.7%
\$200,000 or more	7.1%	12.9%	5.9%	2.3%

EDUCATION

Data: 2005-2009 American Community Survey 5-Year Estimates
Survey: American Community Survey

Highschool and Equivalent	18.1%	17.1%	17.7%	29.8%
Some College	20.9%	17.2%	19.3%	20.1%
Associate's Degree	8.1%	7.6%	5.6%	6.4%
Bachelors Degree	28.8%	25.2%	27.7%	18.1%
Graduate Degree	16.1%	18.7%	15.4%	9.6%

UNEMPLOYMENT

Source: Bureau of Labor Statistics

2007 Annual	3.8%	4.7%	3.7%	4.5%
2008 Annual	4.6%	6.0%	4.3%	5.6%
2009 Annual	8.1%	11.0%	6.7%	9.1%
2010 December (prelim)	6.4%	10.4%	6.6%	9.2%

What follows are the four (4) areas of common policies and practices we found among the four (4) WIBs that were relatively successful in assisting their clients to achieve relatively high earnings post-services:

- ▶ **Focusing on earnings**
- ▶ **Aggressive partnering with employers, joint labor-management apprenticeship programs, and community colleges**
- ▶ **Bundling diverse resources**
- ▶ **Innovative approaches to customer service**

Common Policies and Practices

	Workforce Development Council of Seattle King County	Workforce Solutions Capital Area, Austin, TX	North Valley Job Training Consortium	EmployIndy
FOCUSING ON EARNINGS				
Mission Statement Commitment to Economic Self-Sufficiency or Prosperity	●	●	●	
Board Policies Commits to Economic Self-Sufficiency	●	●	●	
Operational Commitment to Economic Self-Sufficiency	●	●	●	●
WIB Counsels Clients on Achieving Economic Self-Sufficiency	●	●	●	●
WIB Uses Economic Self-Sufficiency to Measure Progress	●			
PARTNERING WITH EMPLOYERS, JOINT LABOR-MANAGEMENT APPRENTICESHIP PROGRAMS, COMMUNITY COLLEGES				
Employers	●	●	●	●
Joint Labor-Management Apprenticeship Programs	●	●	●	●
Community Colleges	●	●	●	●
Community Based Organizations	●	●	●	●
Regularly Convenes Partners	●	●	●	
BUNDLING OF DIVERSE RESOURCES				
Secures Competitive Grant Funds	●	●	●	●
Significant Amounts of Private Funding				●
Aggressively Pursues Other Public Supports for Clients	●	●	●	●
INNOVATIVE APPROACHES TO CUSTOMER SERVICE				
Mobile Centers and Satellite Locations	●	●	●	●
Web Presence and Utilization of New Media	●	●	●	
Integration of Services	●	●	●	●

FOCUSING ON EARNINGS

“For our local community, the choice as to how we confront the challenges of workforce and economic development has never been clearer. We could opt for a low-wage, low-skill strategy dooming us all to a mediocre future or we can promote the high-wage, high-skill ‘high road’ to a future of prosperity.”

— Steve Williamson, Executive Secretary
King County Labor Council *

* Workforce Development Council Seattle-King County, “State of the Workforce: Aligning Labor Supply and Demand for a Strong Economy 2003-2004,” 2004.

In this section, we highlight the common approaches and promising practices related to an explicit focus on earnings among from the four selected Workforce Investment Boards.

All of the selected WIBs are guided by a specific intention to place their participants in high-wage, family-sustaining jobs. Although striving towards economic self-sufficiency, sustainability, or prosperity was not explicitly stated in every one of the boards’ mission statements, all WIBs indicated that their board and their staff prioritize assisting their participants to obtain high-wage, family-sustaining careers.

In order to better understand just how this focus on higher earnings guides the WIBs’ work, we looked for evidence of this kind of intentionality and found it in the following areas:

- Mission statements and/or board policies
- Staff policy
- Counseling of clients using a self-sufficiency standard
- Measuring programmatic success through tracking clients’ progress towards their own self-sufficiency earnings rate
- Different Labor Markets, Looking Common Approaches with the following language

Mission Statement and/or Board Policies that Reflect WIB Commitment to High-Client Earnings, Obtaining Economic Self-Sufficiency and Broader Prosperity

Three of the four showcased WIBs had mission, vision, or purpose statements that explicitly include reference to securing sufficient earnings for their clients and/or widely-shared prosperity.

Workforce Investment Board

Workforce Solutions Capital Area (Austin, TX)

Mission Statement, Vision Statement, Purpose Statement

All people (our human capital) are productive and our region is **prosperous**.

North Valley Job Training Consortium (San Jose, CA)

To be a leader in delivering employment and training services that:

- facilitate skill development and career mobility;
- align with and are of value to our business community; and
- **enhance people’s ability to live and work in Silicon Valley**
- NOVA’s purpose is to support workforce mobility by easing workers’ transitions from opportunity to opportunity throughout their career cycles. **To advance transitions with economic sustainability.**

Workforce Development Council of Seattle-King County (WA)

The Workforce Development Council of Seattle-King County (WDC) is a nonprofit workforce think tank and grant-making organization whose mission is to support a strong economy and **ensure the ability of each person to achieve self-sufficiency.**

Two of the four WIBs also had explicit board policies related to earnings levels: Employ Indy has been advised by its board to internally use the CWW/WOW Self-Sufficiency Standard in their planning process with clients. Workforce Solutions Capital Area is directed by its board to seek high-wage jobs with benefits, such as retirement benefits and health insurance.

Staff Policies that Reflect a Commitment to Helping Clients Achieve Economic Self-Sufficiency

Following their board's directive to seek high-wage jobs, the Austin Workforce Solutions Capital Area Workforce Investment Board staff focused their efforts on specific industries that meet the WIB's targeted wage levels such as health care, biotechnology, information technology, and digital media software.

Using a Self-Sufficiency Standard as a Counseling Tool for Clients

Wrestling with a relatively high cost of living, the North Valley Job Training Consortium strives to make it possible for their clients to live and work in their region. The consortium therefore uses the CWW/WOW Self-Sufficiency Standard as a core part of their financial and career planning counseling for clients.

The Workforce Development Council of Seattle-King County initially introduced the CWW/WOW Self-Sufficiency Calculator as a tool in 2003. The calculator determines the amount of income necessary for a working adult to meet his/her family's basic needs without public subsidies, based on family size, composition and geographic location. The calculator showed each individual a realistic picture of his or her family's living and working expenses, and the earnings required from all the wage-earners in the family to cover those expenses.

According to the council "... almost half (45 percent) of current job vacancies pay less than \$15 an hour. Working full time at \$15 an hour, a worker can expect to earn \$28,800 per year before taxes. The calculator illustrates that a single adult (age 18-39) earning \$15 an hour could be economically self-sufficient if he or she lived in

Seattle—yet a single parent with a young child could not be self-sufficient in any of the three cities.”¹⁶

WDC found that the self-sufficiency calculator exposed another disconnect in their local economy: jobs that traditionally paid higher wages were in sectors that experienced massive job loss, mainly manufacturing and informational technology in Seattle-King County. Those jobs were being replaced by lower income jobs that severely threatened the ability of Seattle-King County households to achieve financial self-sufficiency. To bridge this gap, the WDC used these findings to prioritize supporting and encouraging their clients into “career ladders that take lower-skilled workers to high-wage, higher-skill rungs.”¹⁷

Using the Self-Sufficiency Standard as a Benchmark to Track WIB Progress

The Workforce Development Council of Seattle-King County has been a national leader in utilizing the CWW/WOW standard to help clients toward enhanced earnings and self-sufficiency. WDC uses this standard not only to evaluate employment opportunities for its clients, they also engaged their partner organizations to track their clients' progress towards achieving self-sufficiency over a longer period of time than required by WIA; and they use those results to evaluate the collective success of the partnership. WDC therefore not only promotes the standard as a benchmark for their clients' individual career planning, but they also use it as a benchmark to determine their own success.

WDC Chief Executive Officer Marléna Sessions notes that one only achieves what you measure, and, to effectively move clients towards self-sufficiency one must measure and track their progress. Collecting data on their participants' progress towards self-sufficiency enables WDC to measure, and work to improve, its effectiveness within the community. WDC reports that as of September, 2010, “after

¹⁶ Workforce Development Council Seattle-King County, 2004.

¹⁷ Workforce Development Council Seattle-King County, 2004

receiving services, 65 percent of the customers served had wages that were at 100 percent or above the Center for Women's Welfare and Wider Opportunity for Women Self-Sufficiency Standard for their specific family composition.”¹⁸

EVALUATE YOUR SUCCESS: How does your Workforce Investment Board focus on Earnings?

- ✓ **Does your mission statement reflect a commitment to assist clients in achieving economic self-sufficiency?**
- ✓ **Do you have board and/or staff policies that call for assisting clients to achieve earnings that reduce their dependency on other public supports?**
- ✓ **Do you counsel your clients on earning goals that will help them achieve economic self-sufficiency?**
- ✓ **Do you measure your clients' progress towards achieving self-sufficiency?**
- ✓ **Could you change anything about your current operational budget to focus more effectively on helping your clients achieve economic self-sufficiency?**

AGGRESSIVE PARTNERING WITH EMPLOYERS, JOINT LABOR- MANAGEMENT APPRENTICESHIP PROGRAMS, AND COMMUNITY COLLEGES

All of the Workforce Investment Boards we studied are constantly evaluating the up-skilling needs of their clients to match better-paying jobs that are available in the local market. Although the study focused on their performance in 2008, many of what these WIBs reported remains relevant today. As our nation continues to feel the impacts of the 2009-10 recession, many workforce development professionals, including all of the WIB executive directors we interviewed, have concluded that especially now, workforce programs should have a major focus on preparing workers for the future economic recovery and for changes in job skills requirements. Compounding the effects of the recession is the continuing decline of middle-skill jobs like manufacturing, thus posing additional challenges to local workforce economies. **Shifting from high-wage manufacturing jobs to replacement jobs with comparable earnings requires a significant amount of outreach to employers, and coordinated outreach toward targeted education and retraining.**

According to the Workforce Development Council of Seattle-King County, based on their labor market analysis from 2008, “Experts claim that today about 85 percent of all new jobs being created will require some level of education and/or training beyond high school. About 20 percent will require a Bachelor's degree or higher. However, 65 percent of jobs will be at the ‘technician’ level requiring a one-year industry certificate or an Associate's degree. It's not just about education and the attainment of a degree. The focus has shifted to skills and certifications—the application of knowledge.”¹⁹

18 Workforce Development Council of Seattle-King County, “Making Progress Towards Self-Sufficiency,” September, 2010.

19 Workforce Development Council of Seattle-King County, “State of the Workforce Update 2008,” 2008.

All of the WIBs we interviewed aggressively pursued innovative and creative ways to respond to the needs of employers while preparing clients for good family-sustaining jobs. At the heart of their efforts were partnerships with employers, unions, community colleges, and other training providers. Their efforts show that leaders in business, education, labor, and government are willing to work together to meet the needs of job seekers and employers alike.

Partnerships with Employers Based on Labor Market Analysis

Through their labor market analysis, the WDC of Seattle-King County learned that significant numbers of their working poor have had some college education. In King County and nearby Snohomish County that percentage is as high as 54 percent of working adults.²⁰ WDC asserts that education and training must be targeted to the skill sets employers require, which requires local Workforce Investment Boards to extensively research local labor market information and have a robust employer outreach strategy.

All of the Workforce Investment Boards we studied engaged in extensive local labor market analysis to identify upcoming workforce vacancies and to determine the skills and education necessary to fill those vacancies. These WIBs employ aggressive outreach strategies based on their analysis of local labor market information while specifically targeting emerging and high-growth industries in their regions, such as information technology, health care, and clean energy.

Two of the studied Workforce Investment Boards, NOVA and EmployIndy, identified rapid response work as one of their principal methods to reach employers and create long lasting relationships. Due to the extraordinary number of layoffs in the San Jose area, NOVA receives a significant amount of funding to do rapid response in order to build relationships with employers, and to make lasting relationships with soon-to-be or recently dislocated workers.

²⁰ Workforce Development Council of Seattle-King County, 2008.

Partnerships with Community Colleges and Joint Labor-Management Apprenticeship Programs

To address skill gaps in their local economies, all selected WIBs reached out to training providers in their areas. The WIBs we studied cited close relationships with both community colleges and joint labor-management apprenticeship programs in their areas. Alan Miller, the executive director of Workforce Solutions Capital Area, argues that no WIB can serve its community without a robust set of partnerships with both employers and training providers.

Workforce Solutions Capital Area It convened eight regional Workforce Investment Boards, joint labor-management apprenticeship programs, employers, and eight community colleges and technical schools to encourage joint curriculum development and sharing. WSCA and this collaborative works with employers to identify skilled-workforce shortages, resulting in the creation of new degree and certificate programs that will prepare workers for upcoming job vacancies in specifically targeted, high-growth industries. In addition, WSCA works with local union-sponsored apprenticeship programs to develop new training for the demands of solar energy installation and generation.

WSCA met their clients' need to be economically self-sufficient by targeting jobs that meet a certain wage threshold, even if they require post-secondary training. WSCA also works to ensure that all of their clients have broad access to career-ladders. They prioritize job readiness programs, programs that focus on continuing education and programs that focus on English as a second language. And, they have sought to make these programs more accessible by addressing logistics such as when and where classes and trainings are offered. Alan Miller writes, "our people must be equipped with the education and skills required to compete in the global workforce. This means all people. We can't afford to leave anybody behind."²¹

²¹ Alan Miller, "Prosperity or Disparity? Thoughts on Workforce in Austin," <http://thoughtsonworkforceaustin.blogspot.com/2011/01/prosperity-or-disparity.htm>, January, 26th 2011.

Convening Regional Stakeholders

Other WIBs we interviewed strongly urge local actors to find ways to collaborate to address skills gaps while helping area residents strive towards individual and community prosperity. Both the Workforce Development Council of Seattle-King County and the North Valley Job Training Consortium have developed a supply and demand panel model organized by economic sector. Both WIBs bring together employers and training providers to identify future workforce vacancies and the skills and training needed to fill them. Employers join community colleges, joint labor-management apprenticeship programs, and technical schools on an industrial and/or sector basis to bridge gaps in workforce and skills needs.

EVALUATE YOUR SUCCESS: How does your Workforce Investment Board engage regional stakeholders?

- ✓ **Do you have a targeted employer outreach strategy?**
- ✓ **Does that employer outreach strategy include dedicated staff and resources?**
- ✓ **Do you have a training provider outreach strategy that includes Community Colleges, Joint Labor Management Training programs, Registered Apprenticeship programs and other education and training providers?**
- ✓ **Do you convene or participate in forums designed to connect regional stakeholders in both the demand and the supply sides of the labor market?**

BUNDLING DIVERSE RESOURCES

Workforce Investment Act program administrators are experienced in operating in a constrained funding environments. Because of those constraints, the four selected Workforce Investment Boards have leveraged additional sources of public and private funding in order to expand services to their communities and to a larger base of clients.

Competitive Federal Grant Funds

All of the Workforce Investment Boards we interviewed were recipients of competitive grant funds from the American Recovery and Reinvestment Act for emerging industries such as clean energy and green jobs or health care. Workforce Solutions Capital Area, in partnership with the Austin Electrical Joint Apprenticeship Training Committee (AE-JACTC), International Brotherhood of Electrical Workers Local 520, and local business Imagine Solar, received a Department of Labor Energy Training Partnership Green Jobs grant to lead the Comprehensive-National Electrician Solar Training (C-NEST) Initiative. The initiative combines utility-scale and commercial solar training with immediate employment opportunities in the region.

Private Sources of Funding

With a greater uptake in services as of late, EmployIndy, like many other Workforce Investment Boards across the nation, acknowledges that there is a critical funding gap in Workforce Investment Act services. To help bridge this gap, EmployIndy has raised private funds to help provide services for their clients. Forty percent of EmployIndy's annual budget comes from private and/or competitive sources, by winning competitive public grant solicitations from federal agencies including the Department of Labor, Department of Housing and Urban Development, and the Department of Education. EmployIndy is thereby able to simultaneously expand services for their WIA customers while serving a larger slice of their region's job-seeker population.

Directed by its board to pursue private philanthropy as a source

of funding, EmployIndy has enjoyed a nine-year relationship with the local Lilly Endowment and to enjoy a good working relationship with the community Fairbanks Foundation as well. EmployIndy has used these private funds in ways it would not be able to use federal funds: to support program participants in ways not covered by public programs, to do intensive curriculum development, and to undertake comprehensive local labor market analysis.

Aggressive Pursuit of Other Public Support

In addition to competitive federal and private grants, these Workforce Investment Boards appear to aggressively leverage WIA dollars with various other streams of public funding to expand services to clients in the region. EmployIndy receives funding from the city of Indianapolis through a Community Development Block Grant, which includes funds from the Department of Housing and Urban Development. This has enabled them to more intensively serve a broader base of clients.

EVALUATE YOUR SUCCESS: How diverse is your Workforce Investment Board's funding?

- ☒ **Have you applied for competitive public grants?**
- ☒ **Have you created capacity to allow you to successfully compete for these monies?**
- ☒ **Have you maximized the availability of other public dollars that might help your clients prepare for jobs that pay higher wages?**
- ☒ **Have you researched local and/or national foundations that have an interest in workforce development, community development, and/or greater economic achievement by any subset of your client/potential client base?**
- ☒ **Have you sought assistance from any of these philanthropic sources?**

INNOVATIVE APPROACHES TO CUSTOMER SERVICE

The Workforce Investment Boards we studied strive to provide better service and accessibility for both their employer and job-seeker clients.

Mobile Centers, Satellite Locations, and Accessibility

Both EmployIndy and the Workforce Development Council of Seattle-King County take great efforts to make their services accessible by employing satellite locations in libraries and community colleges, as well as by utilizing mobile one-stop centers. In Indianapolis, EmployIndy's exceptional customer service for dislocated workers is what appears to fuel their leadership in reported earnings for this particular client base. EmployIndy leads in reported earnings for dislocated workers because of its exceptional customer service to that cohort.

For example, after being in operation for over 72 years, a Navistar auto parts plant announced that it would be closing its doors in 2010, leaving over 1,800 dislocated workers. EmployIndy (previously named the Indianapolis Private Industry Council) worked with several local unions, community organizations, the National Employment Law Project, the rest of the public workforce investment system and Navistar to assist these demoralized new job-seekers.

EmployIndy set up a temporary one-stop center location at the United Auto Workers' union hall serving Navistar's workers and worked there for over 18 months. The laid-off workers were therefore able to come to a familiar location where they were connected to the support programs suitable to their needs.

In partnership with local unions, JobWorks, Indiana Department of Workforce Development, Ivy Tech Community College, Purdue University (MEP), and Indiana University (Div. of Labor Studies), EmployIndy helped establish two programs for further training for dislocated manufacturing workers: the Advanced Manufacturing Program for

Production Workers and the Marketable Mechanical and Electrical Program. One key to the success of both programs is the Manufacturing Skills Standards Council (MSSC) certification that workers receive upon completion. The MSSC certification is part of a nationally recognized system that offers both entry-level and incumbent workers the opportunity to demonstrate that they have acquired the skills increasingly needed in the high-growth, technology-intensive jobs of the 21st century.

Integration of Services

When individuals enter Workforce Solutions Capital Area in Austin they are oriented to a variety of non-WIA based assistance and programs. This enables WSCA to help develop a comprehensive plan for their clients based on both the eligibility of the client for those wraparound services, as well as the suitability of those programs and services for the client's goals. The North Valley Job Training Consortium also strives to integrate and interconnect social services for their clients. In California, many social programs' funds are distributed on a county and city level amongst many agencies. Though none of this funding is block-granted to NOVA, they coordinate and co-enroll many of these programs through their 23 partner public agencies using dedicated staff to assist clients in accessing other service programs.

Web Presence and Utilization of New Media

Innovation is the lifeblood of Silicon Valley. Not only is it at the heart of private employers in the region, but its presence is equally felt in its public institutions. "In communicating with organizations outside of Silicon Valley," wrote NOVA, "there is an expectation that Silicon Valley will be able to develop new and innovative models to overcome the workforce challenges facing the region and its counties. This initiative is built on the assumption that leaders from Silicon Valley's workforce, employer, educational, labor, academic and social service communities can, and will, continue to come together and

collaboratively create regional workforce solutions."²²

The North Valley Job Training Consortium (NOVA) has done just that: it has convened job seekers and employers to create innovative and localized workforce solutions. As their local economy changed, NOVA stepped up its efforts to help dislocated and underemployed job seekers. Taking advantage of their area's use of social media, NOVA became one of the nation's first Workforce Investment Boards to offer workshops for their clients on LinkedIn.²³

Not only did they train clients on how to utilize LinkedIn along with other social media tools, they also worked with local employers to facilitate connections with job seekers. They were quick to realize that many employers in the area used social media and career networking tools to quickly and inexpensively recruit job candidates who already displayed proficiency with these tools. Because of the Silicon Valley region's focus on high tech (both LinkedIn and Facebook are headquartered in NOVA's region), social media use and proficiency is essential for many of the area's job seekers. NOVA convened both employers and clients using various LinkedIn groups to effectively make connections between job seekers and employers. NOVA's ability to adapt to their local market needs with innovative solutions enabled them to quickly and effectively match workforce demands with the available workforce skills, and thus help their individual clients quickly return to work—thereby boosting their earnings during the year after they first received WIA services.

²² NOVA, June, 2010.

²³ LinkedIn is a career social networking tool.

EVALUATE YOUR SUCCESS:

How does your Workforce Investment Board encourage “high-touch” customer services for WIA clients?

- ☒ **Does your Workforce Investment Board have multiple satellite locations in accessible locations around the community?**
- ☒ **Does your Workforce Investment Board have mobile centers to reach clients?**
- ☒ **Does your Workforce Investment Board strive to integrate services and counsel eligible clients on additional social support programs that may be suitable for their needs?**
- ☒ **Do you utilize social media strategies to both assist your job-seeker and employer clients?**
- ☒ **Do you employ any other strategies that grow out of the special/particular needs of either your employer or job-seeker clients?**

CONCLUSION

The intent of this report is to document the distinguishing common policies and practices of four (4) urban local Workforce Investment Boards that reported especially high, post-services client earnings compared to those of other large urban WIBs. Though not every Workforce Investment Board that we studied shared identical policies or practices, their self-reported key approaches cluster in the following four categories:

- ▶ **Focusing on earnings**
- ▶ **Aggressive partnering with employers, joint labor management training programs including apprenticeship programs, community colleges and other education and training providers**
- ▶ **Bundling diverse resources**
- ▶ **Innovative approaches to customer service**

We have also included an appendix to this report, which features resources developed by the selected Workforce Investment Boards and related to the highlighted policies and practices that we hope will be helpful to professionals in the public workforce investment system.

Note from the AFL-CIO Working for America Institute: Although we only skimmed the surface of the common approaches of WIBs reporting high post-services client earnings, we believe them to be sufficiently distinguishing to merit encouragement by the Department as well as further study of their utilization and causal effects.

APPENDIX: Tools and Resources Developed by Selected Workforce Investment Boards to Promote the Sharing of Practices and Policies

To assist interested workforce professionals throughout the public workforce investment system, we have included some valuable tools and resources developed by some of the Workforce Investment Boards we studied for this report. All resources reflect specifically cited examples in the report. We have organized these resources in the following sections:

- Focusing on earnings;
- Aggressive partnering with employers, registered apprenticeship programs, and community colleges;
- Bundling diverse resources;
- Innovative approaches to customer service.

I. Focusing on Earnings

- a. Steps to Creating the Self-Sufficiency Calculator
- b. Making Progress Towards Self-Sufficiency

II. Aggressive Partnering with Employers, Joint Labor-Management Apprenticeship Programs, and Community Colleges

- a. Industry Panels: A Tool for Demand-Driven Workforce Solutions
- b. College Cohorts: Buying Classes, Opening Doors
- c. C-NEST Training Roadmap

III. Bundling Diverse Resources

- a. Sample Workforce Investment Board Budget: NOVA Budget

IV. Innovative Approaches to Customer Service

- a. Using LinkedIn1
- b. Using LinkedIn2



Creating the Self-Sufficiency Calculator: Steps to Innovation

The WDC believes that developing education and job training skills is fundamental to attaining meaningful employment and family self-sufficiency. We also recognize that along the way to achieving family self-sufficiency, jobseekers may need assistance to mitigate the economic stresses of working in low-wage jobs that may not cover basic family needs like housing, food, and health care.

Endorsement of Self-Sufficiency

In 2001, the WDC board endorsed the concept of incorporating the family Self-Sufficiency Standard into our Workforce Investment Act programs.

First developed by Dr. Diana Pearce, a researcher originally with Wider Opportunities for Women and now housed at the Center for Women's Welfare at the University of Washington School of Social Work, the Self-Sufficiency Standard shows how much a family must earn to meet its basic needs without outside support, depending on family size and composition and area of residence in King County. It calculates how much income working adults need to earn in order to meet their basic family household expenses without subsidies—expenses such as housing, transportation, child care, health care, food, and taxes.

The Self-Sufficiency Standard is more accurate than other measures of economic well being, such as the Federal Poverty Level, since it takes into account the number of family members and their ages and the costs of living in their area of residence.

Developing the Calculator in King County

In 2002, the WDC brought the Self-Sufficiency Standard into the world of workforce development by developing a new online tool: the Self-Sufficiency Calculator. This free tool helped jobseekers in King County test wages and expenses and enabled them to compare their earnings to the King County Self-Sufficiency Standard.

The three main purposes of the Calculator were to:

- Provide a tool that integrates financial literacy with career and vocational planning.
- Budget expenses and compare different work scenarios to the standard.
- Test for eligibility for work supports such as food stamps or subsidized health care, for example.
- Allow us to measure the effect of our programs on customers' ability to make progress toward self-sufficiency.

A Case Management Tool and Performance Measure

The WDC soon mandated that its WIA case managers use the Calculator with all customers who register for programs and have a total household income that is less than 100% of their self-sufficient wage. More than 70 case managers were initially trained.

The case manager works with the customer to complete the Calculator at registration, gaining a sense of the customer's financial situation, goals and obstacles. The Calculator thus becomes a useful tool for career counseling at the outset, and the counselor and customer may return to it several times to test

different careers for how well they will cover expenses or to incorporate changes to the customer's budget.

The two must complete the Calculator at least once more, at exit from the program. The data is saved, disconnected from any personally identifying information. Data from the person's self-sufficiency at program entrance and program exit can then be compared (in the aggregate) to show whether the program had a positive effect on moving customers closer to self-sufficiency.

Taking the Calculator Statewide

In 2006, the WDC won funding from the Paul G. Allen Family Foundation, the State Board for Community and Technical Colleges, and eight other workforce development councils to make the Calculator's formulas available to anyone in the state of Washington.

Using these contributions, the WDC funded the 2006 update of the *Self-Sufficiency Standard for Washington* by Dr. Diana Pearce of the University of Washington, the researcher who initially developed the Standard.

The WDCs committed to sustaining the Calculator through a yearly contribution of \$2,000 for maintenance and upgrades.

The new, statewide Self-Sufficiency Calculator was launched in October 2007.

"The more I use the Self Sufficiency Calculator, the more I realize what a powerful tool it is to me in my role as a career counselor. The Self Sufficiency Standard provides customers a quick and valuable reality check, and the Calculator offers hopeful solutions by making it easy to chart the financial benefits of various career paths and identifying supports that can help turn my customers' goals into reality."

--Counselor, King County
Dislocated Worker Program
WorkSource Renton

Upgrades, Training and Results

The Calculator is updated with new data every two years and maintained by the WDC of Seattle-King County. It has also been adapted, in consultation with WDC staff, by the Portland, Ore., area for jobseeker customers there.

WDC staff regularly train staff, not just of the one-stop/WorkSource system, but of any other organization who would like to formally use the Calculator with clients.

The Self-Sufficiency Calculator has allowed the WDC of Seattle-King County to measure our effectiveness at not just meeting our federal and state performance targets, but at actually helping our customers improve their families' well-being. From 2004 to 2008, more than two-thirds of Seattle-King County WIA customers who started out below the self-sufficiency threshold exited at or above self sufficiency; another 19% were more than half way to self-sufficiency. For the first time, we are able to affirm that our employment services and job training are **demonstrably effective** in helping people to gain a foothold on the path to self-sufficiency.

For other WDCs and community organizations throughout the state—as well as for any state resident who accesses thecalculator.org— the Calculator has provided a valuable financial planning and measurement tool. It has connected families with subsidies and work supports that help them get a toehold as they climb out of poverty.

In March 2009, the Self-Sufficiency Calculator won NPower Seattle's 2009 Innovation Award.



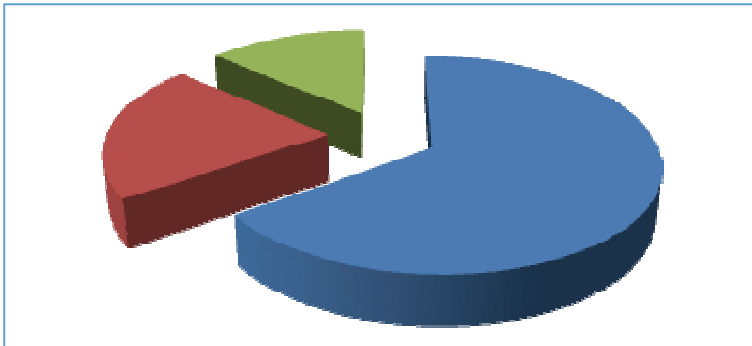
Making Progress Towards Self-Sufficiency

To date, we have recorded 2,389 completed WIA customer records (both registration and exit) in the Self-Sufficiency Calculator database for King County. At the time of registration, more than half of the customers reported zero earned household income.

After receiving services, **65% of the customers served had wages that were at 100% or above the Self-Sufficiency Standard for their specific family composition.**



Self-Sufficiency at Exit



May 2004 to September 2010
Washington customers in Seattle-King County
The Self-Sufficiency Standard estimates how much income working adults need to meet their basic family household expenses without subsidies

Amount of Earned-Income Self-Sufficiency	%	#
Achieved Self-Sufficiency or better	65%	1,562
More than half-way to Self-Sufficiency	21%	504
Less than half-way to Self-Sufficiency	14%	323

© 2010

Workforce Development Council of Seattle-King County

2003 Western Ave., Ste. 250 • Seattle, WA 98121-2162

206.448.0474 • www.seakingwdc.org

The WDC is an Equal Opportunity Employer and Provider of Employment and Training Programs.
Auxiliary aids and services are available upon request to individuals with disabilities. WTRS 800.833.6384 or 711





Industry Panels:

a tool for demand-driven workforce solutions

An industry panel is a highly effective tool for addressing workforce issues in one industry and one geographic area. Industry-driven and led by employers, an industry panel brings together local leaders in business, labor, education, workforce development, and economic development.

Together, the members identify issues to address, such as a lack of skilled workers for particular occupations, a need to bring in younger or more diverse workers, or technological changes that require workers to upgrade their skills. The panel then develops short- and long-term solutions that can be implemented by the members or work groups within the panel's timeframe.

What a successful industry panel is:

- ✓ Conducted in a **target sector**—an economic driver with significant workforce needs and growth potential that offers career paths to self-sufficiency
- ✓ Chaired and facilitated by a **recognized industry leader** and staffed by the hosting organization
- ✓ Formed with a **majority of members from industry** (51-75%), with other members balanced among labor, education, economic development, workforce development, and community-based organizations
- ✓ Composed preferably of members at a **decision-making level** with resource authority

What a successful industry panel does:

- ✓ Utilizes an **“issues to solutions” approach**: Identifying employer workforce issues and root causes, looking for a coalescence of issues around main problem areas, brainstorming solutions, and selecting initiatives for implementation
 - ✓ Establishes **success metrics** based on panel goals. Not all panels focus on skills, for example.
 - ✓ Selects **initiatives and products** by consensus agreement or vote, with industry having the majority voice and veto power if needed
 - ✓ **Implements these solutions**, which may include the development of career ladders; outreach materials to attract new entrants into the field; training programs; turnover reduction techniques; apprenticeship opportunities; skill standards etc.
-

College Cohorts: Buying Classes, Opening Doors



“This is pretty much a dream come true. It changed my life, and I mean that from my heart.”

Ronald Cabuag is part of the WDC’s first purchased cohort, a Licensed Practical Nurse (LPN) training which started in June 2009 at South Seattle Community College.

After two years of prerequisites, Ron was struggling to get into an LPN class. Because these classes are so expensive for colleges to offer, waiting lists are long and only the best students make it in. On top of that, Ron didn’t know if he could afford school on his salary as a dialysis technician.

Before the new class was added, Ron was discouraged. He was visiting family in Guam “devastated” and wondering about his future. Then he got the call that he was in. “I said ‘sign me up!’” he says.

On June 22, 2010, Ron received his nurse’s pin. From “just barely making it” on \$15 an hour, Ron will earn \$20 or more as an LPN. His dream is to become an RN, which will bring even more income.

Thanks to Recovery Act and state matching funds, the WDC is directly purchasing classes at local community and technical colleges.

The result: Cohorts have been opened for almost 280 students in high-demand programs that train them for good jobs that employers need to fill.

A cohort is a series of classes for a single group of students. The WDC is spending \$1.9 million for 14 cohort classes at seven local colleges, including \$568,000 in matching state funds. All lead to a certificate needed in the job market.

Occupations include:

- Health care (nursing, medical coding)
- Accounting
- Computer engineering
- Project management

How does the WDC add value?

The WDC funds cohorts that are needed to **fill a gap**—in other words, training for occupations that are in demand, for which there are eager students and not enough classes already.

The WDC then works with the college to **customize the courses** to save students time and ensure that courses lead directly to certificates.

Students also can take advantage of **tutoring, career counseling and support** services such as transportation that are not available to other college students.

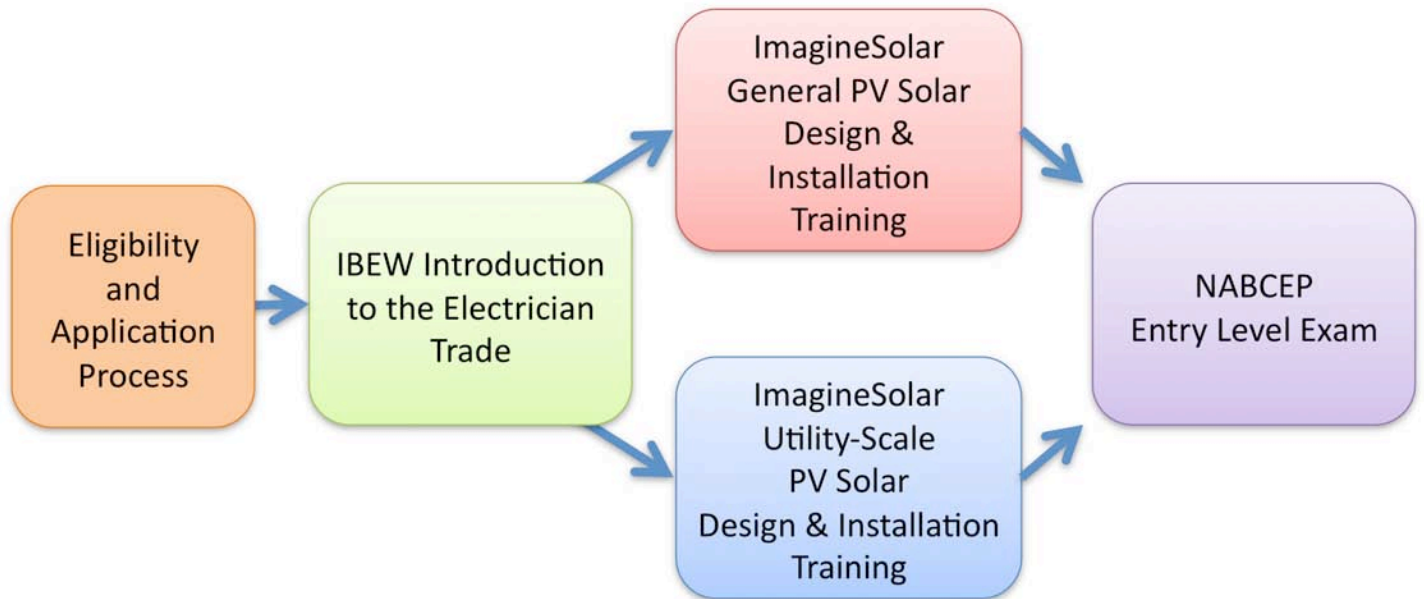
The WDC-funded cohorts are highly effective, with a **student retention rate of 93%**.

Our college partners:

- South Seattle Community College
- North Seattle Community College
- Renton Technical College
- Bellevue College
- Highline Community College
- Green River Community College
- Seattle Vocational Institute

C-NEST CWCE & Apprentice Training Roadmap

Two Paths: General or Utility-Scale

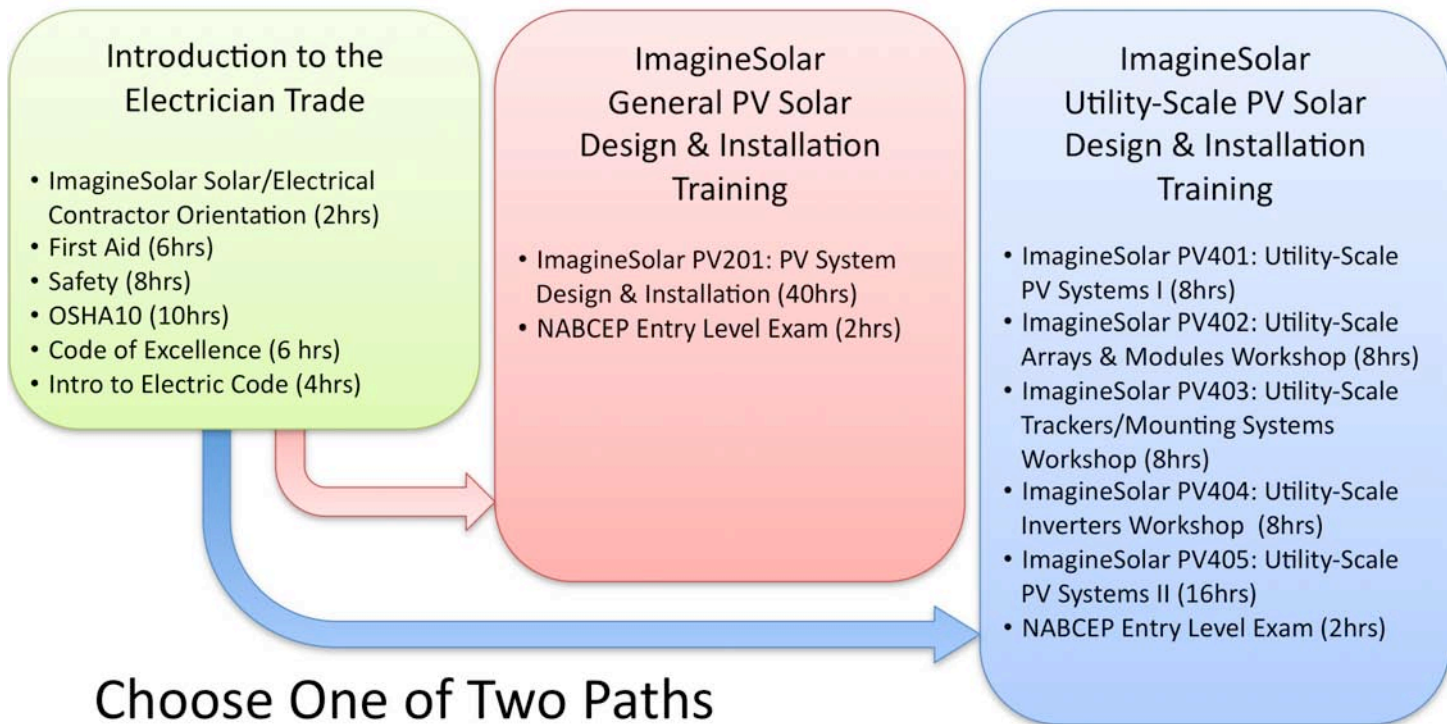


Both paths lead to the ability to sit for the NABCEP Entry Level Exam
Visit www.nabcep.org for more details on exams and certification

New-hire CWCEs who are accepted into the C-NEST training program and current apprentices will follow the training roadmap above. Both the General PV Solar and the Utility-Scale PV Solar courses will prepare individuals for immediate work in the solar-electrical field.

C-NEST CWCE & Apprentice Training Roadmap

Course Titles



C-NEST CWCEs and apprentices will receive instruction in a variety of topics directly relevant to the electrical industry, followed by coursework specific to general or utility-scale PV solar design and installation.

C-NEST CWCE & Apprentice Training Roadmap

Course Descriptions

- **ImagineSolar PV100: Solar/Electrical Contractor Intro (2 Contact Hours)**
 - This is an introduction to the C-NEST Training Roadmap, solar and electrical industry career pathways, and the on-the-job dynamics of solar PV system design and installation.
- **First Aid (6 Contact Hours)**
 - This course covers basic first aid necessary for on the job situations
- **Safety (8 Contact Hours)**
 - Training on electrical safety as required when around live electrical parts. This course will explain PPE (Personal protective equipment), uses and types, distant from live parts, and help you understand the steps to insure safe work. insert course description here]
- **OSHA10 (10 Contact Hours)**
 - General industry course covering OSHA mandated topics such as overview of OSHA, tips on finding specific OSHA regulations, walking and working surfaces, tools safety and equipment
- **Code of Excellence (6 Contact Hours)**
 - Training on job behavior and the consequences of your actions. This course will explain what is expected from your employer, co-worker, and the customer. In this course you will be asked to interact with others on you're on the job experiences
- **Intro to Electric Code (4 Contact Hours)**
 - Course on how to navigate the National Electrical Code. This course will explain the sections and layout of the Code.

C-NEST will provide this section of six classes as an introduction to the electrical trade.

C-NEST CWCE & Apprentice Training Roadmap

General PV Course Descriptions

- ImagineSolar PV201: PV System Design and Installation Workshop (40 Contact Hours)
 - This is an intensive 40-hour hands-on workshop on photovoltaic system design & installation based on the NABCEP Entry Level Program Learning Objectives. Hands-on labs include installing and commissioning a grid-tied PV system. Participants must complete a Pre-Work Segment (PV201a) prior to taking this onsite workshop (PV201b).
- NABCEP Entry Level Exam (2hrs)

C-NEST CWCEs and apprentices who choose the General PV Solar track will attend one, 40-hour workshop, designed to cover residential and commercial solar installation, and prepare them to take the NABCEP entry level exam.

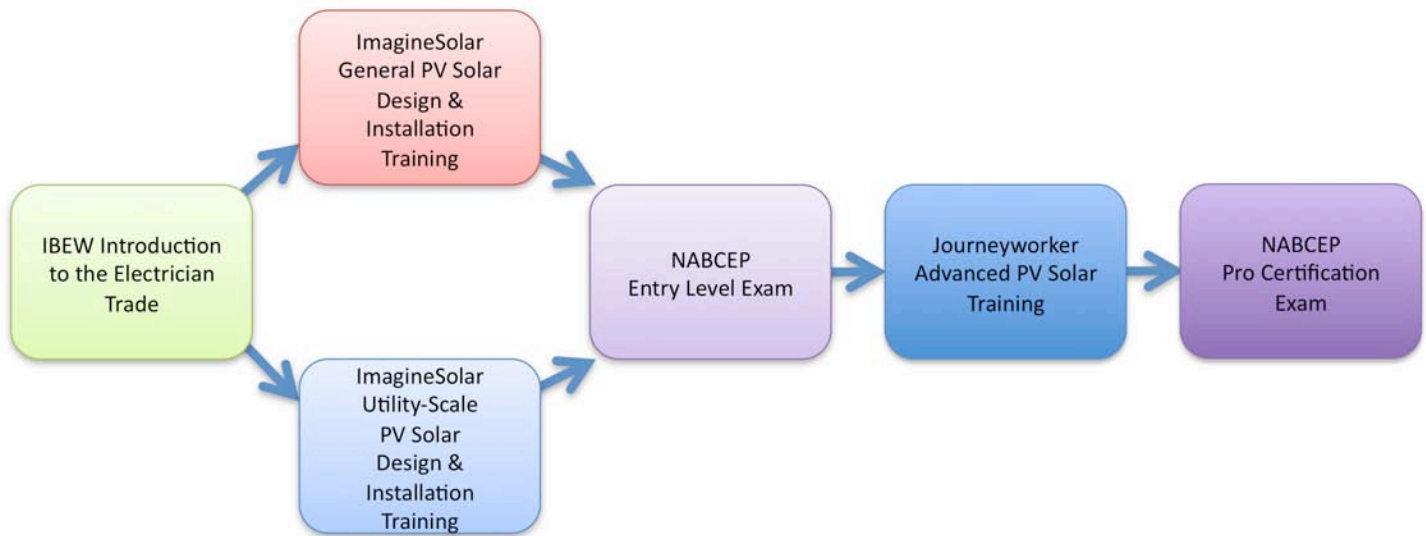
C-NEST CWCE & Apprentice Training Roadmap

Utility-Scale PV Course Descriptions

- **ImagineSolar PV401: Utility-Scale PV Systems I (8hrs)**
 - This is the first day of an intensive 48-hour hands-on workshop series on utility-scale photovoltaic system design & installation. Hands-on labs include installing and commissioning a grid-tied PV system. Participants must complete a Pre-Work Segment (PV201a) prior to taking this onsite workshop.
- **ImagineSolar PV402: Utility-Scale Arrays & Modules Workshop (8hrs)**
 - This workshop explores system design, installation, commissioning, operation, troubleshooting, and maintenance issues for utility-scale solar PV arrays and modules. Participants must complete PV401 or PV201 as prerequisites.
- **ImagineSolar PV403: Utility-Scale Trackers/Mounting Systems Workshop (8hrs)**
 - This workshop explores system design, installation, commissioning, operation, troubleshooting, and maintenance issues for utility-scale solar PV trackers and mounting systems. Participants must complete PV401+PV402 or PV201 as prerequisites.
- **ImagineSolar PV404: Utility-Scale Inverters Workshop (8hrs)**
 - This workshop explores system design, installation, commissioning, operation, troubleshooting, and maintenance issues for utility-scale solar PV inverters. Participants must complete PV401+PV402+PV403 or PV201 as prerequisites.
- **ImagineSolar PV405: Utility-Scale PV Systems II (16hrs)**
 - This is the final 2 days of an intensive 48-hour hands-on workshop series on utility-scale photovoltaic system design & installation. Hands-on labs include installing and commissioning a grid-tied PV system. Participants must complete PV401+PV402+PV403+PV404 or PV201 as prerequisites.
- **NABCEP Entry Level Exam (2hrs)**

C-NEST CWCEs and apprentices who choose the Utility-Scale PV Solar track will attend five courses, totalling 48 hours, covering specific skills and components required by large solar installations. Utility-Scale trainees will also be prepared for the NABCEP entry level exam.

C-NEST Journeyworker Training Roadmap Two Paths: General or Utility-Scale



Both paths lead to the ability to sit for the NABCEP Entry Level Exam, Advanced Solar Pro Curriculum & eligibility to sit for the NABCEP Pro Certification Exam

Visit www.nabcep.org for more details on exams and certification

C-NEST journeyworkers will attend the same courses described above to prepare for the NABCEP entry level exam. They will then receive the Advanced PV Solar training which will prepare them for the NABCEP Pro Certification exam.

C-NEST Journeyworker Advanced Training Roadmap

Course Descriptions

- PV320 (20 Contact Hours) + PV321 (20 Contact Hours)

Advanced PV System Design & Installation Workshops

- These are two contiguous 20-hour workshops on the design and actual installation of several different types of solar PV systems including the following: off-grid; grid-tied; bimodal grid-tied with battery backup; and bimodal hybrid grid-tied with battery backup and generator. These workshops include design concepts, National Electric Code, and problem-solving to prepare participants for the NABCEP professional-level Certified Solar PV exam

- PV330 PV Project Field Experience Workshop (40 Contact Hours)

- Design and installation of a permanent grid-tied solar PV system complete with safety planning, site assessment, project planning, utility interconnection and net metering agreements, permitting, inspection, commissioning, maintenance, and troubleshooting. Workshop includes classroom time as well as installation time at the customer's site. Participants must complete PV201+PV320+PV321 as prerequisites. Combined, these workshops are designed to meet the NABCEP alternative experience journeyworker electrician pathway to sit for the professional-level NABCEP Certified PV Installer exam.

- SG101 Smart Grids & Distributed Generation (8 Contact Hours)

- This is an introduction to the concepts and technologies for the smart grid and the integration of solar PV distributed generation with smart grid systems.

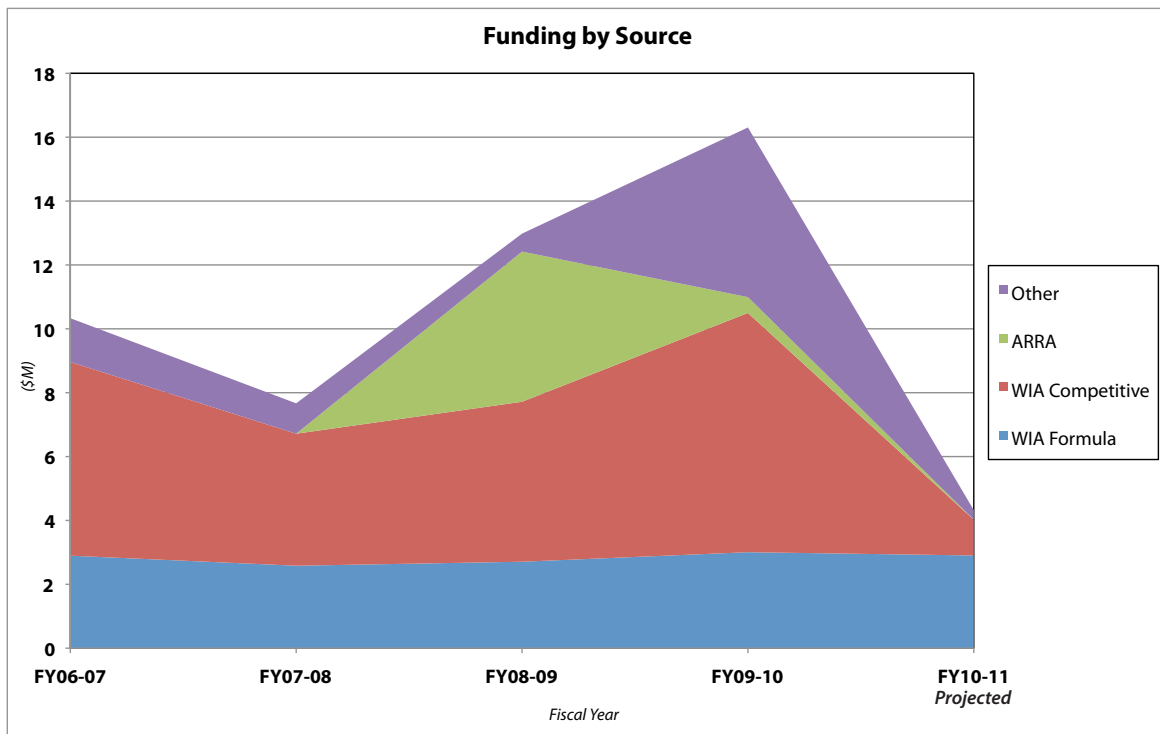
C-NEST journeyworkers will attend these four classes, designed to give participants hands-on experience in designing and leading a solar installation.



NOVA Budget

Funding

As NOVA's allocated funding from the State of California makes up only about 20 percent of its available funds, NOVA actively seeks out competitive grants to provide the balance of its budget.



Program Funding by Fiscal Year (\$M)					
Program	FY06-07	FY07-08	FY08-09	FY09-10	Projected FY10-11
WIA Formula	\$ 2.9	\$ 2.6	\$ 2.7	\$ 3.0	\$ 2.9
WIA Competitive	\$ 6.1	\$ 4.1	\$ 5.0	\$ 7.5	\$ 1.1
ARRA	\$ -	\$ -	\$ 4.7	\$ 0.5	\$ -
Other	\$ 1.4	\$ 1.0	\$ 0.6	\$ 5.3	\$ 0.3
Total	\$ 10.3	\$ 7.7	\$ 13.0	\$ 16.3	\$ 4.3

Current State of the Department

Major Grants Received FY2009/10

Formula (Allocated)

WIA Adult, Youth, Dislocated Worker	\$ 3,005,538
WIA Rapid Response	1,491,337

Competitive

STAR (State WIA additional assistance) *	\$ 6,000,000
Green Innovation Challenge *	4,000,000
Veterans' Employment-related Assistance Program	750,000
County Youth Temporary Assistance to Needy Families (TANF)	575,000
Homeless Veterans' Reintegration Program	300,000
New Start — Prison to Employment Program	200,000
Regional Industry Clusters of Opportunity	200,000

Total (FY 2009/10)**\$ 12,025,000**

* Multi-year funding



Using LinkedIn 1



Agenda

- **What is LinkedIn**
 - **Setting Up Your Profile**
 - **Managing Account Settings**
 - **Adding / Removing Connections**
 - **Understanding Your Inbox**
-

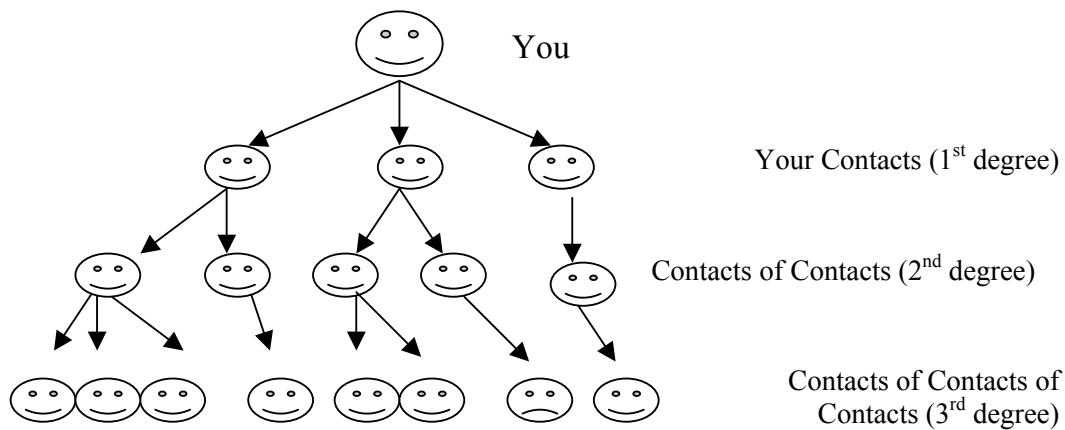
What is LinkedIn

A professional social networking site that allows registered users to maintain and make connections with friends, coworkers, classmates, and professional contacts.

LinkedIn Stats

- Founded in 2003
- Located in Mountain View
- 70+ million accounts
- 200+ countries
- A new member joins every second

Your Network



Building A Profile

[Edit My Profile](#)
[View My Profile](#)

Joe (Todd) Right [\[Edit \]](#)

Software Engineer [\[Edit \]](#)

San Francisco Bay Area [\[Edit \]](#) | Computer Software [\[Edit \]](#)



[+ Add Photo](#)

Joe Right is looking for a job as a software engineer

10 days ago • [Like](#) • [Comment](#) • [See all activity](#) • [Post an update](#)

Summary

Professional Experience
& Goals:

[See examples](#)

Specialties

Examples: Union negotiation, purchasing, government liaison, branding and identity, server architecture, mergers and acquisition, salary arbitration, international law... [See more](#)

[Save Changes](#) or [Cancel](#)

Add Position

Company Name:

Title:

Time Period: ☐ I currently work here

Year to Year

Description:

[See examples](#)

or [Cancel](#)

Add Education

Country:

State:

Degree:

Field(s) of Study:

Examples: English, Physics, Economics

Dates Attended: to

Tip: Current students: enter your expected graduation year

Activities and Societies:

Tip: Use commas to separate multiple activities

Examples: Alpha Phi Omega, Chamber Chorale, Debate Team

Additional Notes:

[See examples](#)

or [Cancel](#)

Request Recommendations

[? About recommendations](#)

Ask the people who know you best to endorse you on LinkedIn

1 Choose what you want to be recommended for

Choose... [Add a job or school]

2 Decide who you'll ask

Your connections: 

You can add **200** more recipients

3 Create your message

From: Joe Right
jchymancheyer@yahoo.com
Subject: Can you endorse me?

Additional Information

Websites: Choose... URL (ex: http://www.site.cc)
Choose... URL (ex: http://www.site.cc)
Choose... URL (ex: http://www.site.cc)

Interests:

Tip: Use commas to separate multiple interests

Examples: management training, new technology, investing, fishing, snowboarding... [See more](#)

Groups and Associations:

Tip: Use commas to separate multiple groups

Examples: Kiwanis, IEEE, Product Marketing Association... [See more](#)

Honors and Awards:

Examples: Who's Who In America, 1999-2004... [See more](#)

Personal Information [\[Edit \]](#)

Phone: [Add a phone number](#) to your profile.

Address: [Add your address](#) to your profile.

IM: [Add an IM](#) to your profile.

Birthday: [Add your birthday](#) to your profile.

Marital status: [Add your marital status](#) to your profile.

Contact Settings [\[Edit \]](#)

[Give people advice](#) on how you want to be contacted.

Interested In:

- | | |
|------------------------|-------------------------|
| ▪ career opportunities | ▪ consulting offers |
| ▪ new ventures | ▪ job inquiries |
| ▪ expertise requests | ▪ business deals |
| ▪ reference requests | ▪ getting back in touch |
-

Profile Tips

- Complete as much of the profile as you feel comfortable.
- Picture helps with identification.
- “Updates” are a great way to inform your network of events, projects or current status.
- Customize your LinkedIn URL.
- No need to use the “import your resume” feature to build your profile.
- Spell out acronyms.
- Use Applications to share information and resources with your network.
- Keep work history to 15 years.
- No need to date education.
- Have a few recommendations.
- No need to fill out Personal Information.

Settings

Basic Account: Upgrade

Welcome, Joe Right · **Add Connections** · Settings · Help · Sign Out

LinkedIn® Home Profile Contacts Groups Jobs Inbox (1) More...

People Advanced

Settings

Profile Settings

My Profile
Update career and education, add associations and awards, and list specialties and interests.

My Profile Photo
Your profile photo is visible to **your network**.

Public Profile
Your public profile displays **full** profile information.
<http://www.linkedin.com/in/connectcenter>

Manage Recommendations
You haven't received any recommendations.

Member Feed Visibility
Your member feed is visible to **your connections**.

Twitter Settings
Add your Twitter account on your profile.

Email Notifications

Contact Settings
You are receiving **Introductions and InMails**.

Receiving Messages
Control how you receive emails and notifications.

Invitation Filtering
You are receiving **all invitations**.

Partner InMails
Control how you receive informational and promotional messages from LinkedIn's marketing and hiring partners.

Home Page Settings

Network Updates
Settings for the display of Network Updates on your home page.

RSS Settings

Your Private RSS Feeds
Enable or disable your private RSS feeds.

Groups

Group Invitation Filtering
You **are receiving** Groups Invitations.

My Groups
Settings for groups you manage or belong to.

Groups Order and Display
Choose which groups display in what order in the main navigation.

Personal Information

Name & Location
Control your name, location, and display name settings.

Email Addresses
Your primary email address is currently:

Change Password
Change your LinkedIn account password.

Close Your Account
Disable your account and remove your profile.

Privacy Settings

Research Surveys
Settings for receiving requests to participate in market research surveys related to your professional expertise.

Connections Browse
Your connections are **allowed** to view your connections list.

Profile Views
Control what (if anything) is shown to LinkedIn users whose profile you have viewed.

Viewing Profile Photos
You can view **everyone's** profile photos.

Profile and Status Updates
Control whether your connections are notified when you update your status or make significant changes to your profile and whether those changes appear on your company's profile.

Service Provider Directory
If you are recommended as a service provider, you **will** be listed.

Partner Advertising
Control whether you will be shown LinkedIn Audience Network advertisements on partner websites.

Authorized Applications
See a list of websites or applications you have granted access to your account and control that access.

My Network

Using Your Network
Tell us how you want to use your LinkedIn network.

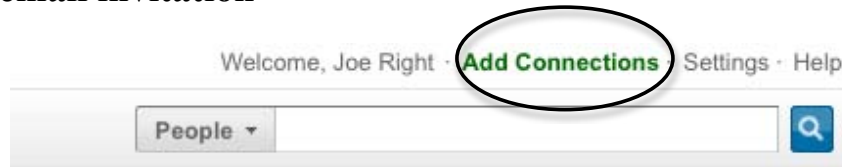
For more information on managing **Settings**:

- Click on Help at the top of the page
- Type “Controlling Account Settings.”
- Click on the “Controlling Settings and Preferences on My Account.”

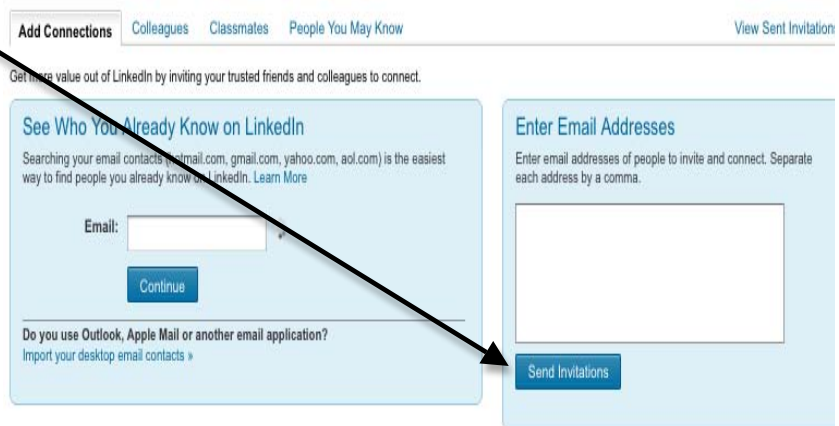
Building Your Network

Sending a direct email invitation

1. Click Add Connections

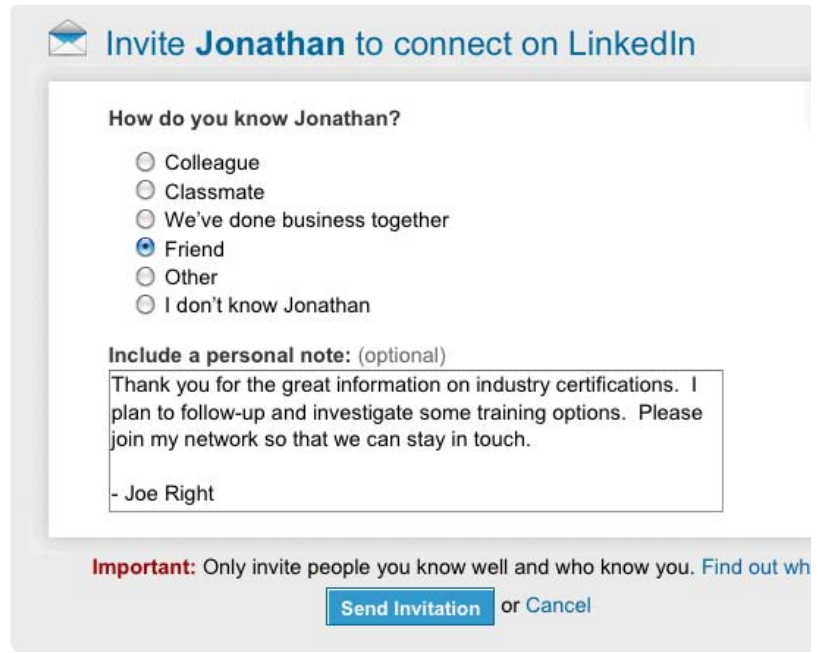


2. Enter email address and click on Send Invitation.



Sending an invitation after a LinkedIn search

1. Search for a name
2. Add to network
3. Pick relationship
4. Customize the message



Invite Jonathan to connect on LinkedIn

How do you know Jonathan?

- ☐ Colleague
- ☐ Classmate
- ☐ We've done business together
- ☒ Friend
- ☐ Other
- ☐ I don't know Jonathan

Include a personal note: (optional)

Thank you for the great information on industry certifications. I plan to follow-up and investigate some training options. Please join my network so that we can stay in touch.

- Joe Right

Important: Only invite people you know well and who know you. [Find out who](#)

[Send Invitation](#) or [Cancel](#)

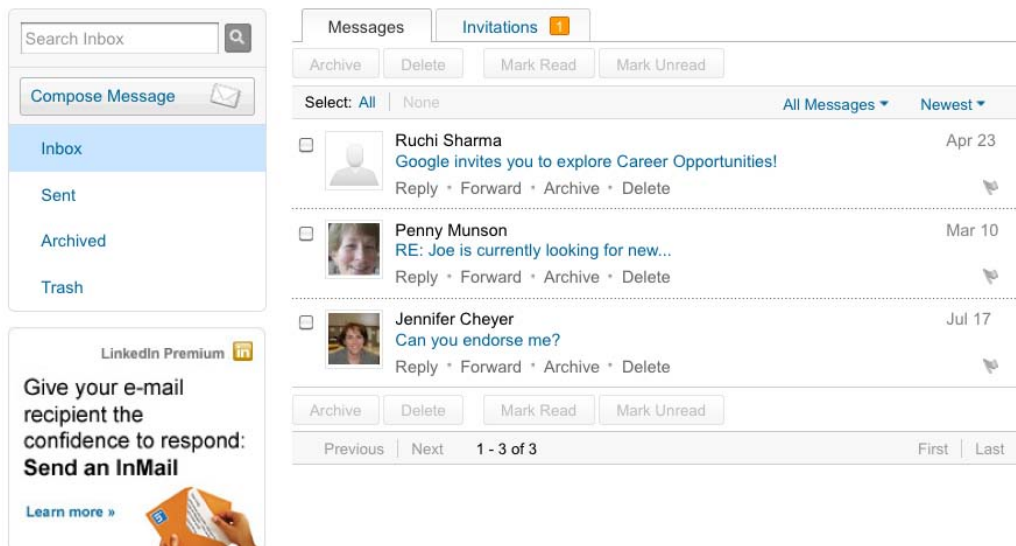
Remove Connection

- Click on **contacts**.
- Click on **remove connections**.



- Select contact to remove.
- Click on **remove connections**.

Understanding Your Inbox



Inbox: All incoming LinkedIn mail is stored in the Inbox. Once read you can leave it in the Inbox, archive or delete the message.

Sent: Tracks all messages that you have sent from your LinkedIn account.

Archived: Storage for messages that you no longer want in your Inbox.

Withdraw / Resend Invitation: From the invitation tab click on the subject line of the message you would like to withdraw or resend.



CONNECT! Job Seeker Center Group

Why should I join?

- See current job postings
- Learn about upcoming events at CONNECT!
- Connect with other CONNECT! Center members
- Post questions or comments to the discussion board

How do I join?

- Go to LinkedIn.com
- Log in to your account
- Click on groups
- Search for “CONNECT! Job Seeker Center”
- Click on “join this group”

The group is limited to current CONNECT! Center Members. If you have additional questions about LinkedIn Groups please attend the LinkedIn 2 workshop.

Please provide us with your feedback about this workshop.

<http://www.surveymonkey.com/s/jsworkshops>

Using LinkedIn 2



Agenda

- **Finding People**
- **Using Groups**
- **Researching Companies**
- **Finding Job Postings**
- **Using LinkedIn to Prepare for Interviews**
- **How Employers Use LinkedIn**

Finding People

Informational interviews: Search by keywords, job title, company name, or industry.

Hiring manager: Search by job title + company name

Recruiter at company: Search by title (recruiter) + company name

Industry Recruiter: Search by industry + title (recruiter)

Hi Mark,

We are both members of the CONNECT! Job Seeker Center Group on LinkedIn. I was searching to find people with project management experience and came across your extensive profile. Do you have the time to get some coffee and talk with me about the field and what it takes to get industry certified? Thanks for your time and assistance,

Joe Right

Use Google to find names of people when only headline appears in results

- Conduct a LinkedIn search.
- Copy and paste the headline, employer information + LinkedIn to the search string on Google.
- View Google results.

Groups

Purpose

- Increase network
- Engage in discussions
- Learn about or post job openings

How to Find

- Search the Groups directory

Join Group

Group Logo: ☒ Display the group logo on my profile.

Contact Email: Use when receiving communications from the group:
 [Add a new email address »](#)

Digest Email: ☒ Send me a digest of all activity in this group.

Delivery Frequency:

Note: Your email address will remain hidden from members of this group.

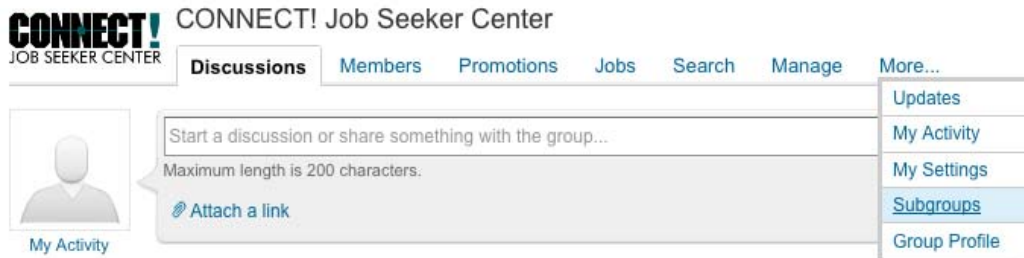
Announcements: ☒ Send me group announcements. (Never more than one a week.)

Messages: ☒ Allow members of this group to send me messages.
 Note: Your email address will remain hidden from members of this group.

By registering to be a member of the North Suburban Career & Networking Center (NS-CNC) group, you consent to have your name and your email address be accessible by the official representative of the North Suburban Career & Networking Center (NS-CNC) group, and to be identified as a North Suburban Career & Networking Center (NS-CNC) group member in your profile and the LinkedIn search results. If you do not wish to give such consent, please do not register.

or [Cancel](#)

Groups



Discussions

- Ask / answer questions.

Members: View all members of the group.

Promotions: Events and promotional activities or events.

Jobs: View or post job openings.

Subgroups: See if your group has additional, targeted groups for you to join.

Join the CONNECT! Job Seeker Center Group

Why should I join?

- See current job postings
- Learn about upcoming events at CONNECT!
- Connect with other CONNECT! Center members
- Post questions or comments to the discussion board

How do I join?

- Go to LinkedIn.com
- Log in to your account
- Click on groups
- Search for “CONNECT! Job Seeker Center”
- Click on “join this group”

Companies

- Research companies
- Identify contacts at companies
- Follow companies for updates

Companies Home Following (7)

Company Name or Keyword:

Location:

[More options...](#)

or [Browse Industries](#)

- Create an industry based target list

Companies Home Following (7)

Company Name or Keyword:

Location:

Industry:

Limit Search to:

☒ All Companies

☐ Only 1st and 2nd Degree

Company Size:

☐ 1-10 ☐ 201-500 ☐ 5001-10,000

☐ 11-50 ☐ 501-1000 ☐ 10,000+

☐ 51-200 ☐ 1001-5000

Hiring:

☐ Only companies with jobs posted on LinkedIn

[Fewer options...](#)

or [Browse Industries](#)

Jobs

- Find job postings
- Find connection to person posting position
- Apply via LinkedIn or external site

The screenshot shows the LinkedIn Jobs Advanced Search interface. At the top, there's a navigation bar with links: Home, Profile, Contacts, Groups, Jobs, Inbox (1), and More... A search bar with a magnifying glass icon and the word 'Advanced' is also present. Below the navigation bar, there are tabs for 'Jobs Home', 'My Jobs', and 'Advanced Search', with 'Advanced Search' being the active tab. A 'Post a Job' link is on the right. The main search area includes several filters:

- Keywords:** A text input field.
- Location:** A dropdown menu currently set to 'Anywhere'.
- Job Title:** A text input field.
- Company:** A text input field.
- Functions:** A list of checkboxes including 'All Job Functions' (checked), 'Accounting/Auditing', 'Administrative', 'Advertising', and 'Analyst'.
- Industries:** A list of checkboxes including 'All Industries' (checked), 'Accounting', 'Airlines/Aviation', 'Alternative Dispute Resolution', and 'Alternative Medicine'.
- Experience:** A list of checkboxes including 'Any Level' (checked), 'Executive', 'Director', 'Mid-Senior level', and 'Associate'.
- When Posted:** A list of checkboxes including 'Any Time' (checked), '1 day ago', '2-7 days ago', '8-14 days ago', and '15-30 days ago'.
- Sort By:** A dropdown menu currently set to 'Relevance'.

 A blue 'Search' button is located at the bottom center of the search area.

Events

- Increase networking opportunities.
- Increase skills and knowledge.

The screenshot shows the LinkedIn Events 'Find Events' page. At the top, there's a blue header with the word 'Events' and four tabs: 'Events Home', 'Find Events', 'My Events', and 'Add an Event', with 'Find Events' being the active tab. Below the header, there's a search bar with the label 'Keywords:'. The main search area includes several filters:

- Date:** A group of radio buttons for 'Upcoming' (selected), 'Within a Week', 'Within a Month', 'Within a Year', 'Past', and 'Any'.
- Near:** A group of radio buttons for 'Anywhere' (selected), 'San Francisco Bay Area', 'United States', and 'Specific location:'. Below 'Specific location:' is a text input field with the example 'e.g. "New York, NY"'. There is also a separate text input field for 'Specific location:'.
- Event Type:** A dropdown menu currently set to 'All', with a list of options: 'All', 'Conferences', 'Tradeshows & Conventions', 'Networking & Meetups', 'Training & Seminars', 'Fundraisers', and 'Other Events'.

 A blue 'Search' button is located at the bottom left of the search area.

Using LinkedIn to Prepare for Your Job Interview

- Search for names of interviewers to identify titles and background.
- See if you have contacts that know the people you will be meeting.

How employers use it

- Recruiting.
- Learn about candidates
- Backdoor reference / background checks.

Please provide us with your feedback about this workshop.
<http://www.surveymonkey.com/s/jsworkshop>